



CITY OF LODI COUNCIL COMMUNICATION

AGENDA TITLE: Adopt Resolution Awarding Professional Services Agreement for City of Lodi Short Range Transit Plan 2007-2017 to Nelson/Nygaard Consulting Associates, of San Francisco, and Appropriating Funds (\$57,000)

MEETING DATE: August 15, 2007

PREPARED BY: Public Works Director

RECOMMENDED ACTION: Adopt a resolution awarding a professional services agreement for the City of Lodi Short Range Transit Plan 2007-2017 to Nelson/Nygaard Consulting Associates (Nelson/Nygaard), of San Francisco, and appropriating \$57,000 for the project.

BACKGROUND INFORMATION: The Short Range Transit Plan (S RTP) will include analysis of the current services and will identify services needed to serve the existing community and, in particular, the Reynolds Ranch, Southwest Gateway and Westside Annexations. The S RTP will identify unproductive and/or underproductive routes, service peaks, and unproductive runs. The S RTP will also evaluate the existing route structure and identify changes and/or additions needed to serve the newly-incorporated portions of the City. Routes and headways (time between buses), which staff believes are already at the maximum for good service will be evaluated as to how they can be modified to serve the expanded service area. Current and new major destinations will be examined and outlined not only for Fixed Route (FR) but also for Dial-A-Ride (DAR). This data will be evaluated against trip times and demands to evaluate efficient routing for the expanded, entire system. The S RTP will also look at potential locations for a possible southwest Transfer Station and outline the needed improvements for that site.

A demographic analysis will be performed to monitor usage by age group, as well as destination. This data will be incorporated into a report noting recommendations for improvements and/or changes to the existing services (DAR and FR) and will be used to forecast potential ridership in the newly annexed areas. Additionally, operating and capital needs will be addressed, including recommended vehicles and their size, bus stop locations and bus stop amenities.

After Nelson/Nygaard completes their work, staff will present the draft plan and its recommendations to Council and the public for comment and then again for adoption. A copy of the proposal is on file in the Public Works Department.

The Request for Proposals (RFP) was approved by Council on June 6, 2007. Four RFPs were received on July 6, 2007. Submitted proposals were reviewed and evaluated by the Transportation Manager, City Engineer and Planning Manager. All three staff members recommended Nelson/Nygaard. The recommended proposal exceeded all of the requirements of the RFP, offered the most comprehensive approach and scope, offered the preferred public outreach approach, and

APPROVED: _____
Blair King, City Manager

included the most extensive Geographical Information Systems (GIS) data which can be utilized by the City Transit Division for future transit planning work. In addition, Nelson/Nygaard has extensive expertise in the Transit planning field, and their data should be easily transferable to the General Plan update through the level of GIS offered for this project.

The RFPs are listed below in order as ranked by staff:

| Proposer | Location | Proposal Amount |
|--------------------------------------|---------------|-----------------|
| Nelson/Nygaard Consulting Associates | San Francisco | \$56,665.00 |
| Moore and Associates | Valencia | \$52,268.86 |
| LSC Transportation Consultants, Inc. | Tahoe City | \$59,440.00 |
| Publictransit.us | Vallejo | \$46,800.00 |

A copy of the Professional Services Agreement and Scope of Work has been included as an attachment.

FISCAL IMPACT: The new Short Range Transit Plan is needed to evaluate the current system and the major new service needs anticipated with development of the Reynolds Ranch, Southwest Gateway and Westside projects. The GIS data included with the proposal's scope of work will provide the City with good data for Transit that would otherwise have had to be created by City staff or another consultant at an additional cost.

FUNDING AVAILABLE: The professional service cost for the Short Range Transit Plan is \$57,000. The appropriation recommendation is \$57,000 and is to have the cost split evenly between the three annexations.

Kirk Evans, Budget Manager

Richard C. Prima, Jr.
Public Works Director

Prepared by Tiffani M. Fink, Transportation Manager

RCP/ TMF/pmf

Attachment

cc: Transportation Manager
Paula Fernandez, Senior Traffic Engineer
Paul Jewel, Nelson/Nygaard Consulting Associates
Dale Gillespie, San Joaquin Valley Land Company
Tom Doucette, FCB Home Builders

AGREEMENT FOR CONSULTING SERVICES

ARTICLE 1 PARTIES AND PURPOSE

Section 1.1 Parties

THIS AGREEMENT is entered into on _____, by and between the CITY OF LODI, a municipal corporation (hereinafter "CITY"), and Nelson/Nygaard Consulting Associates (hereinafter "CONSULTANT").

Section 1.2 Purpose

CITY selected the CONSULTANT to provide the Short Range Transit Plan required in accordance with attached scope of services, Exhibit A.

CITY wishes to enter into an agreement with CONSULTANT for the Short Range Transit Plan project (hereinafter "Project") as set forth in the Scope of Services attached here as Exhibit A.

ARTICLE 2 SCOPE OF SERVICES

Section 2.1 Scope of Services

CONSULTANT, for the benefit and at the direction of CITY, shall perform the scope of services as set forth in Exhibit A, attached and incorporated by this reference.

Section 2.2 Time For Commencement and Completion of Work

CONSULTANT shall commence work within ten (10) days of executing this Agreement, and complete work under this Agreement based on a mutually agreed upon timeline.

CONSULTANT shall submit to CITY twenty-five (25) bound hardcopies of the report, a copy of the survey data, electronic file(s) for same, GIS shape files and other project deliverables for the Short Range Transit Plan project, as indicated in the attached project scope of services.

CONSULTANT shall not be responsible for delays caused by the failure of CITY staff or agents to provide required data or review documents within the appropriate time frames. The review time by CITY and any other agencies involved in the project shall not be counted against CONSULTANT's contract performance period. Also, any delays due to weather, vandalism, acts of God, etc., shall not be counted. CONSULTANT shall remain in contact with reviewing agencies and make all efforts to review and return all comments.

Section 2.3 Meetings

CONSULTANT shall attend meetings as indicated in the Scope of Services, Exhibit A.

Section 2.4 Staffing

CONSULTANT acknowledges that CITY has relied on CONSULTANT's capabilities and on the qualifications of CONSULTANT's principals and staff as identified in its proposal to CITY. The scope of services shall be performed by CONSULTANT, unless agreed to otherwise by CITY in writing. CITY shall be notified by CONSULTANT of any change of Project Manager and CITY is granted the right of approval of all original, additional and replacement personnel in CITY's sole discretion and shall be notified by CONSULTANT of any changes of CONSULTANT's project staff prior to any change.

CONSULTANT represents that it is prepared to and can perform all services within the scope of services specified in Exhibit A. CONSULTANT represents that it has, or will have at the time this Agreement is executed, all licenses, permits, qualifications, insurance and approvals of whatsoever nature are legally required for CONSULTANT to practice its profession, and that CONSULTANT shall, at its own cost and expense, keep in effect during the life of this Agreement all such licenses, permits, qualifications, insurance and approvals.

Section 2.5 Subcontracts

CITY acknowledges that CONSULTANT may subcontract certain portions of the scope of services to subconsultants as specified and identified in Exhibit A. Should any subconsultants be replaced or added after CITY's approval, CITY shall be notified within ten (10) days and said subconsultants shall be subject to CITY's approval prior to initiating any work on the Project. CONSULTANT shall remain fully responsible for the complete and full performance of said services and shall pay all such subconsultants.

ARTICLE 3 COMPENSATION

Section 3.1 Compensation

CONSULTANT's compensation for all work under this Agreement shall not exceed the amount of Fee Proposal, attached as a portion of Exhibit A.

CONSULTANT shall not undertake any work beyond the scope of this Agreement unless such additional work is approved in advance and in writing by CITY.

Section 3.2 Method of Payment

CONSULTANT shall submit invoices for completed work on a monthly basis, providing, without limitation, details as to amount of hours, individual performing said work, hourly rate, and indicating to what aspect of the scope of services said work is attributable.

Section 3.3 Costs

The fees shown on Exhibit A include all reimbursable costs required for the performance of the individual work tasks by CONSULTANT and/or subconsultant and references to reimbursable costs located on any fee schedules shall not apply. Payment of additional reimbursable costs considered to be over and above those inherent in the original Scope of Services shall be approved by CITY.

CONSULTANT charge rates are attached and incorporated with Exhibit A. The charge rates for CONSULTANT shall remain in effect and unchanged for the duration of the Project unless approved by CITY.

Section 3.4 Auditing

CITY reserves the right to periodically audit all charges made by CONSULTANT to CITY for services under this Agreement. Upon request, CONSULTANT agrees to furnish CITY, or a designated representative, with necessary information and assistance.

CONSULTANT agrees that CITY or its delegate will have the right to review, obtain and copy all records pertaining to performance of this Agreement. CONSULTANT agrees to provide CITY or its delegate with any relevant information requested and shall permit CITY or its delegate access to its premises, upon reasonable notice, during normal business hours for the purpose of interviewing employees and inspecting and copying such books, records, accounts, and other material that may be relevant to a matter under investigation for the purpose of determining compliance with this requirement. CONSULTANT further agrees to maintain such records for a period of three (3) years after final payment under this Agreement.

ARTICLE 4 MISCELLANEOUS PROVISIONS

Section 4.1 Nondiscrimination

In performing services under this Agreement, CONSULTANT shall not discriminate in the employment of its employees or in the engagement of any

subconsultants on the basis of race, color, religion, sex, sexual orientation, marital status, national origin, ancestry, age, or any other criteria prohibited by law.

Section 4.2 Responsibility for Damage

CONSULTANT shall indemnify and save harmless the City of Lodi, the City Council, elected and appointed Boards, Commissions, all officers and employees or agent from any suits, claims or actions brought by any person or persons for or on account of any injuries or damages sustained or arising from the services performed in this Agreement but only to the extent caused by the negligent acts, errors or omissions of the consultant and except those injuries or damages arising out of the active negligence of the City of Lodi or its agents, officers or agents.

Section 4.3 No Personal Liability

Neither the City Council, the City Engineer, nor any other officer or authorized assistant or agent or employee shall be personally responsible for any liability arising under this Agreement.

Section 4.4 Responsibility of CITY

CITY shall not be held responsible for the care or protection of any material or parts of the work prior to final acceptance, except as expressly provided herein.

Section 4.5 Insurance Requirements for CONSULTANT

CONSULTANT shall take out and maintain during the life of this Agreement, insurance coverage as listed below. These insurance policies shall protect CONSULTANT and any subcontractor performing work covered by this Agreement from claims for damages for personal injury, including accidental death, as well as from claims for property damages, which may arise from CONSULTANT'S operations under this Agreement, whether such operations be by CONSULTANT or by any subcontractor or by anyone directly or indirectly employed by either of them, and the amount of such insurance shall be as follows:

1. **COMPREHENSIVE GENERAL LIABILITY**

\$1,000,000 Bodily Injury -

Ea. Occurrence/Aggregate

\$1,000,000 Property Damage -

Ea. Occurrence/Aggregate

or

\$1,000,000 Combined Single Limits

2. COMPREHENSIVE AUTOMOBILE LIABILITY

\$1,000,000 Bodily Injury - Ea. Person

\$1,000,000 Bodily Injury - Ea. Occurrence

\$1,000,000 Property Damage - Ea. Occurrence

or

\$1,000,000 Combined Single Limits

NOTE: CONSULTANT agrees and stipulates that any insurance coverage provided to CITY shall provide for a claims period following termination of coverage.

A copy of the certificate of insurance with the following endorsements shall be furnished to CITY:

(a) Additional Named Insured Endorsement

Such insurance as is afforded by this policy shall also apply to the City of Lodi, its elected and appointed Boards, Commissions, Officers, Agents, Employees, and Volunteers as additional named insureds insofar as work performed by the insured under written Agreement with CITY. (This endorsement shall be on a form furnished to CITY and shall be included with CONSULTANT'S policies.)

(b) Primary Insurance Endorsement

Such insurance as is afforded by the endorsement for the Additional Insureds shall apply as primary insurance. Any other insurance maintained by the City of Lodi or its officers and employees shall be excess only and not contributing with the insurance afforded by this endorsement.

(c) Severability of Interest Clause

The term "insured" is used severally and not collectively, but the inclusion herein of more than one insured shall not operate to increase the limit of the company's liability.

(d) Notice of Cancellation or Change in Coverage Endorsement

This policy may not be canceled by the company without 30 days' prior written notice of such cancellation to the City Attorney, City of Lodi, P.O. Box 3006, Lodi, CA 95241.

(e) CONSULTANT agrees and stipulates that any insurance coverage provided to CITY shall provide for a claims period following termination of coverage which is at least consistent with the claims period or statutes of limitations found in the

California Tort Claims Act (California Government Code Section 810 et seq.). "Claims made" coverage requiring the insureds to give notice of any potential liability during a time period shorter than that found in the Tort Claims Act shall be unacceptable.

Section 4.6 Worker's Compensation Insurance

CONSULTANT shall take out and maintain during the life of this Agreement, Worker's Compensation Insurance for all of CONSULTANT'S employees employed at the site of the project and, if any work is sublet, CONSULTANT shall require the subcontractor similarly to provide Worker's Compensation Insurance for all of the latter's employees unless such employees are covered by the protection afforded by the CONSULTANT. In case any class of employees engaged in hazardous work under this Agreement at the site of the project is not protected under the Worker's Compensation Statute, CONSULTANT shall provide and shall cause each subcontractor to provide insurance for the protection of said employees. This policy may not be canceled nor the coverage reduced by the company without 30 days' prior written notice of such cancellation or reduction in coverage to the City Attorney, City of Lodi, P.O. Box 3006, Lodi, CA 95241.

Section 4.7 Attorney's Fees

In the event any dispute between the parties arises under or regarding this Agreement, the prevailing party in any litigation of the dispute shall be entitled to reasonable attorney's fees from the party who does not prevail as determined by the court.

Section 4.8 Successors and Assigns

CITY and CONSULTANT each bind themselves, their partners, successors, assigns, and legal representatives to this Agreement without the written consent of the others. CONSULTANT shall not assign or transfer any interest in this Agreement without the prior written consent of CITY. Consent to any such transfer shall be at the sole discretion of CITY.

Section 4.9 Notices

Any notice required to be given by the terms of this Agreement shall be deemed to have been given when the same is personally served or sent by certified mail or express or overnight delivery, postage prepaid, addressed to the respective parties as follows:

To CITY: City of Lodi
Tiffani M. Fink, Transportation Manager
221 West Pine Street
P.O. Box 3006
Lodi, CA 95241-1910

To CONSULTANT: _____

Section 4.10 Cooperation of CITY

CITY shall cooperate fully in a timely manner in providing relevant information that it has at its disposal.

Section 4.11 CONSULTANT is Not an Employee of CITY

It is understood that CONSULTANT is not acting hereunder in any manner as an employee of CITY, but solely under this Agreement as an independent contractor.

Section 4.12 Termination

CITY may terminate this Agreement by giving CONSULTANT at least ten (10) days written notice. Where phases are anticipated within the Scope of Services, at which an intermediate decision is required concerning whether to proceed further, CITY may terminate at the conclusion of any such phase. Upon termination, CONSULTANT shall be entitled to payment as set forth in the attached Exhibit A to the extent that the work has been performed. Upon termination, CONSULTANT shall immediately suspend all work on the Project and deliver any documents or work in progress to CITY. However, CITY shall assume no liability for costs, expenses or lost profits resulting from services not completed or for contracts entered into by CONSULTANT with third parties in reliance upon this Agreement.

Section 4.13 Severability

The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.

Section 4.14 Captions

The captions of the sections and subsections of this Agreement are for convenience only and shall not be deemed to be relevant in resolving any question or interpretation or intent.

Section 4.15 Integration and Modification

This Agreement represents the entire integrated Agreement between CONSULTANT and CITY; supersedes all prior negotiations, representations, or Agreements, whether written or oral, between the parties; and may be amended only by written instrument signed by CONSULTANT and CITY.

Section 4.16 Applicable Law and Venue

This Agreement shall be governed by the laws of the State of California. Venue for any court proceeding brought under this Agreement will be with the San Joaquin County Superior Court.

Section 4.17 Contract Terms Prevail

All exhibits and this Agreement are intended to be construed as a single document. Should any inconsistency occur between the specific terms of this Agreement and the attached exhibits, the terms of this Agreement shall prevail.

Section 4.18 Authority

The undersigned hereby represent and warrant that they are authorized by the parties to execute this Agreement.

Section 4.19 Ownership of Documents

All documents, photographs, reports, analyses, audits, computer tapes or cards, or other material documents or data, and working papers, whether or not in final form, which have been obtained or prepared for this project, shall be deemed the property of CITY. Upon CITY's request, CONSULTANT shall allow CITY to inspect all such documents during regular business hours. Upon termination or completion, all information collected, work product and documents shall be delivered by CONSULTANT to CITY within ten (10) days.

CITY agrees to indemnify, defend and hold CONSULTANT harmless from any liability resulting from CITY's use of such documents for any purpose other than the purpose for which they were prepared.

IN WITNESS WHEREOF, CITY and CONSULTANT have executed this Agreement as of the date first above written.

CITY OF LODI, a municipal corporation

ATTEST:

By _____
RANDI JOHL
CITY CLERK

By _____
BLAIR KING
CITY MANAGER

APPROVED AS TO FORM:

Dated: _____

By _____
D. STEPHEN SCHWABAUER
CITY ATTORNEY

By: _____
Its: _____

Nelson\Nygaard
consulting associates

July 5, 2007

Tiffani M. Fink
Transportation Manager
City of Lodi Public Works
221 West Pine Street
Lodi, CA 95240

RE: City of Lodi Transit Full Short Range Transit Plan (2007-2017), On-Board Passenger Survey RFP

Dear Mrs. Fink:

On behalf of my colleagues at Nelson\Nygaard Consulting Associates Inc., I am pleased to submit our proposal to the City of Lodi to prepare a Short Range Transit Plan (SRTP) and On-Board Passenger Survey. We hope you will recognize the strengths of our proposal and staff capabilities as evidence of our sincere interest in assisting the City of Lodi with this project.

Nelson\Nygaard has been in business for 20 years, and we have pursued a managed growth strategy to assure our clients of uniformly high quality service throughout our history. We began as a small firm in San Francisco, and over the years have grown to over 50 professionals with offices in Portland, New York and Boston.

Because we specialize in transit and alternative transportation planning, Nelson\Nygaard is able to provide senior staff with uniquely relevant expertise at a cost significantly lower than most full-service engineering firms. We offer integrated planning and management services covering a full range of transit system functions, including operational analysis and service planning, capital programming, financial management and marketing and public involvement.

Nelson\Nygaard is well qualified to prepare this SRTP. We are familiar with the area and have a long track record of successful service analysis and planning in Northern California. I will serve as Project Manager. Recently, I completed the Fairfield SRTP, the Elk Grove Transit Development Plan and the Tracy Transit Analysis Plan. Our team is made up of experts in the SRTP process and data collection and analysis. Other clients have included Vallejo Transit, Benicia Transit, Union City Transit, LAVTA (Livermore and Pleasanton), AC Transit and Kern County.

Our proposed team members have the expertise necessary to handle the key elements of this project, including:

Specialists in Transit and Multimodal Transportation

785 Market Street, Suite 1300, San Francisco, CA 94103 (415) 284-1544 FAX (415) 284-1554

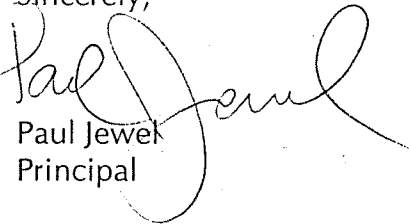
info@nelsonnygaard.com www.nelsonnygaard.com

- Assessing public transit needs in small cities , rural environments and suburban communities
- Developing service, operational and phasing plans
- Conducting community outreach activities and stakeholder interviews
- Assessing vehicle and information technology
- Developing financial plans (capital and operating)
- Innovative public workshops and Open Houses.

I am authorized to represent our firm in contract negotiations with the City of Lodi. We are prepared to meet all of the terms and conditions of the RFP. All proposed activities and cost information outlined in this document are binding for 90 days from time of receipt.

Thank you for the opportunity to propose on your project. We look forward to hearing from you. Please contact me at pjewel@nelsonnygaard.com should you have any questions.

Sincerely,



Paul Jewel
Principal

Appendix A: Proposal Checklist

Firm: Nelson\Nygaard Consulting Associates

Address: 785 Markets Street, Suite 1300

San Francisco, CA 94103

- | | |
|---|-------------------------------------|
| 1. Proposal Checklist | <input checked="" type="checkbox"/> |
| 2. Introduction | <input checked="" type="checkbox"/> |
| 3. Proposed Scope of Work | <input checked="" type="checkbox"/> |
| 4. Project Personnel | <input checked="" type="checkbox"/> |
| 5. Project Schedule | <input checked="" type="checkbox"/> |
| 6. Project Budget | <input checked="" type="checkbox"/> |
| 7. Qualifications, Experience, and References | <input checked="" type="checkbox"/> |

Authorized Signature: _____

Printed Name: Jeffrey Tumbin Title: Principal

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CITY OF LODI TRANSIT

On-Board Passenger Survey / Full Short Range Transit Plan 2007-2017 Proposal

Submitted by:

Nelson\Nygaard

consulting associates

785 Market Street, Suite 1300, San Francisco, CA 94103
415-284-1544 (phone) 415-284-1554 (fax)

CONTACT: **PAUL JEWEL, PRINCIPAL**
Email: pjewel@nelsonnygaard.com

NELSON\NYGAARD BACKGROUND

Nelson\Nygaard Consulting Associates, Inc. is a California-based transportation planning firm that focuses exclusively on planning for alternatives to the single-occupant-vehicle. The firm was founded as a partnership in 1987 by two former managers of the San Francisco Municipal Railway: Bonnie Nelson and Diane Nygaard. Today Nelson\Nygaard is one of the top transit planning firms in the Western United States and has 50 professional planners assigned to offices in San Francisco (Headquarters), Portland, OR, New York City and Boston.

Nelson\Nygaard specializes in developing unique solutions for alternative transportation systems, ranging from fixed route and paratransit services to ridesharing and bicycles. Planning for public transit accounts for approximately 90% of our work. The firm has a long track record of developing innovative plans that are grounded in reality. We pride ourselves on producing plans that make things happen.

We have the small city/suburban public transit planning experience necessary to make this project a success. We bring specific, relevant and recent experience in:

- Short and Long Range Transit Planning for Rural and Suburban Agencies
- Transit Development Plans and Comprehensive Operations Plans
- Route Restructuring and Scheduling
- Organizational Restructuring and Implementation Plans
- Facilitation, Consensus-Building, and Planning Workshops
- Senior and ADA Paratransit Analysis and Planning
- Fleet Analysis and Facility Planning
- Development of Marketing Plans
- Surveys, Data Collection and Analysis
- Transit Budgeting, Finance and Funding

Nelson\Nygaard's approach to project management is one of strong leadership, attention to detail and continuous quality assurance. We use a variety of management tools to ensure that the project comes in on time and on budget. To ensure our management approach is

executed properly and meets the needs of this study, we have assembled a team of experts with strong and relevant experience in small city and rural transit evaluation and planning. Paul Jewel, who will be the day-to-day Project Manager, leads our team. Paul will work with and coordinate our other specialists, including:

- Deputy Project Manager, Andrew Ittigson
- Project Planner, Jeff Flynn

These staff members are supported by our top-notch graphics and publications staff. **All staff members working on this project are based in our San Francisco office.** Our staff has adequate time and availability to meet the requirements of this project.

EXPERIENCE OF THE FIRM

Past Projects and Reference Information

We encourage you to contact any of the references listed.

Elk Grove Transit Development Plan

3/2004 to 2/2005

City of Elk Grove

8400 Laguna Palms Way

Elk Grove, CA 95758

Contact: Mike Kashiwagi, Director of Public Works, (916) 478-3648

From 1998 through 2004, the City of Elk Grove (incorporated 2000) received public transit bus service from the Sacramento Regional Transit District. In 2004 Nelson\Nygaard was hired by the city to assess the feasibility of having the city operate its own public transit service. To assess the feasibility, Nelson\Nygaard examined future growth, demographics, field conditions and development patterns. In addition, Nelson\Nygaard conducted onboard passenger surveys and ridechecks of existing RT passengers to determine their transit needs and travel patterns.

Nelson\Nygaard designed a new system for Elk Grove (commuter, regional and local services) which was implemented in January 2005. As part of the implementation phase Nelson\Nygaard finalized the routes, created schedules and assisted with the development of promotional materials.

Key Staff: Paul Jewel, Andrew Ittigson

Fairfield/Suisun Transit Short Range Transit Plan

6/2006 – 6/2007

City of Fairfield

2000 Cadenasso Drive

Fairfield, CA 94533

Contact: Marlon Flournoy, Transportation Planner, (707) 428-7633

Nelson\Nygaard recently concluded a thorough review of the transit services operated by the City of Fairfield, including demographic analysis, passenger data collection and comprehensive on-board passenger survey. The final product was a Short Range Transit Plan (SRTP) that included both growth and status quo contingency service plans, marketing plan and detailed capital and financial plan.

Key Staff: Paul Jewel, Andrew Ittigson, Jeff Flynn

Flagstaff Five Year Transit Plan Update

2/2005 – 4/2006

Flagstaff MPO

211 W. Aspen Avenue

Flagstaff, AZ 86001

Contact: David Wessel, AICP, Transportation Planner, (928) 779-7693

Nelson\Nygaard completed its second five-year planning study for this CTAA award winning system. Primary components of the plan include: 1) a new high frequency trunk route, 2) a new high frequency shuttle for the NAU campus and 3) Transit Oriented Design policies to support ridership growth and system development.

Key Staff: Paul Jewel, Andrew Ittigson

Transit Alternatives Study for Union City Transit

3/2006 – 6/2007

City of Union City

34009 Alvarado Niles Road

Union City, CA 94587

Contact: Wilson Lee, Transit Manager, (510) 675-5305

Nelson\Nygaard recently completed the Transit Alternatives Study for the City of Union City. Nelson\Nygaard performed a comprehensive transit service and marketing evaluation in order to identify transit service alternatives that increase ridership and improve access to attract users. Several of Nelson\Nygaard's short term recommendations have been implemented by Union City Transit.

Key Staff: Andrew Ittigson, Jeff Flynn

Tracy Transit Analysis and Action Plan

City of Tracy

400 East 10th Street

Tracy, CA 95376

Contact: Karen McNamara, Director of Community Services (209) 831-4209

This study had two objectives: a) complete a comprehensive operations analysis of the city's Dial-A-Ride and b) determine if it was feasible for the city to implement a fixed route service. Nelson\Nygaard examined market potential and determined that it would be feasible to provide fixed route service. Nelson\Nygaard designed a two-bus fixed route with a complementary ADA Dial-A-Ride service, which was implemented in 2001. Nelson\Nygaard also developed the system logo and maps, and performed extensive marketing efforts in the community in conjunction with the implementation of service.

Key Staff: Paul Jewel

TECHNICAL PROPOSAL

Project Understanding

The City of Lodi is seeking consultant services to prepare a Short Range Transit Plan (SRTP) for the 10-year period beginning FY 2007 and ending in FY 2017. The SRTP must provide an action plan to guide the City in fixed-route and dial-a-ride transit planning, capital programming, and addressing a myriad of transit issues. The SRTP must also include a comprehensive On-Board Passenger Survey and ridecheck.

To ensure that the City of Lodi can meet the current and future transit demands of its residents, a review of current conditions and an evaluation of the impacts of growth are needed. The Plan must address the current local service levels as well as expanding services to newly annexed parts of the City. Coordination and connections between City of Lodi's Grape Line and Dial-A-Ride services and other systems such as San Joaquin Regional Transit District (SJRTD), Calaveras County Transit, Sacramento County Transit LINK service, Amtrak, and Greyhound need to be explored to improve coordination with neighboring services. Better integration with alternative modes such as walking and biking are necessary to enhance access to transit service. An enhanced transit network will help attain air quality standards and improve the quality of life for residents of Lodi.

Background Information

The City of Lodi is situated along Highway 99 in northern San Joaquin County in the heart of the county's wine country. Lodi is located on the edge of the Sacramento Delta and is approximately 15 miles north of Stockton, 35 miles south of Sacramento and 90 miles east of San Francisco.

The City of Lodi has experienced significant population growth. According to the California Department of Finance, Lodi's projected 2007 population is 63,395, an increase of about 12% from 2000. From 1990 to 2000, the City's population increased by nearly 10%. The large population growth is likely due to the low cost of living in Lodi as well as the expansion of jobs in the area. Agriculture, specifically vineyards, has played a major role in the City's economy. The City's downtown revitalization and the wine country have led to a burgeoning tourist industry. Lodi's central location with easy access to Highway 99, I-5, freight train lines and Stockton's Ship Channel also make it an attractive distribution center.

According to the 2000 U.S. Census, Hispanics make up about one-quarter of Lodi's population and 74% of the population is Caucasian. The median household income is \$39,570 and about 16% of the population lives below the poverty level. Like most American's, a large majority of Lodi commuters drive to work alone (76%) followed by carpooling with 16%. Less than 1% of commuters use public transit for work trips.

The Grape Line, the primary public transit provider in the City of Lodi, operates five fixed routes serving Lodi and providing connections to regional transit providers at the downtown Lodi Station. The regional services include:

- San Joaquin Regional Transit District Inter City (Routes 23 and 24) – service between Stockton and Lodi
- San Joaquin Regional Transit District Hopper (Routes 93 and 97) – deviated fixed-route service (outside of Lodi) to Thornton, Woodbridge, Delta College and Sherwood Mall
- Sacramento County Transit LINK (Highway 99 and Delta Routes) – service to Isleton, Galt, Elk Grove, Sacramento and other communities in the Delta region
- Calaveras County Transit (Lodi Route) – service to San Andreas and Valley Springs
- Amtrak and Greyhound – service to regional, state and national destinations

The City of Lodi also provides three Express Routes that circulate through the City with direct access to area schools. Dial-A-Ride, the general public Dial-A-Ride service, provides door-to-door service in the City of Lodi, the unincorporated areas of Woodbridge, the Arbor Mobile Home Park in Acampo and the Freeway Mobile Home Park. The Grape Line service operates Monday through Friday from 6:15 AM to 7:00 PM and on Saturdays and Sundays from 7:45 AM to 3:00 PM. One-way adult cash bus fare is \$1.00 and a monthly pass is \$35.00. Passes are available at the City Finance Department and Lodi Station. Dial-A-Ride fares are \$5.00 for the general public and \$1.50 for ADA certified patrons. There is a \$1.00 service fee for all rides outside of the Lodi City limits.

Challenges

Key transit challenges facing the City of Lodi are as follows:

- **The population of Lodi is rapidly growing.** Is the existing transit service adequate to accommodate the growing population? What would be the best way to serve the newly annexed areas of Reynolds Ranch, Westside Annexation and Southwest Gateway?
- **What is the best service delivery model to serve current and future riders?** A one size fits all model may not be the most efficient approach. The City of Lodi may need to look at a mix of service delivery models including fixed-route, flex-route and demand response services.
- **Are Lodi residents aware of the transit services offered in their area?** How can marketing techniques be improved to target choice riders as well as transit dependents?
- **How will a transfer center in southwestern Lodi impact transit service?** Where should the new transfer center be located? What are the costs to build the facility? How will it be funded?
- **Is the Dial-A-Ride service in full compliance with ADA regulations?** What are the impacts of operating general public dial-a-ride in the City of Lodi and an ADA

paratransit service for residents outside the City limits who reside within 3/4-mile of service?

- **Air quality is a large problem in California, especially in non-attainment areas such as the San Joaquin Valley.** With better connections to transit services via bicycle and walking, the use of transit can be more attractive to potential riders. How can inter-modal connections be improved with Grape Line to make riding the bus a more attractive option? Also, how can connections be improved with other transit operators like SJRTD, Calaveras County Transit, LINK, Amtrak, and Greyhound?

Project Approach

To answer these questions and complete the SRTP, our team will undertake a proactive approach based on open communications with the City of Lodi staff. Our team proposes stakeholder meetings, technical working meetings with staff and public outreach meetings which will allow us to investigate different issues facing transit in Lodi. We will conduct an extensive review of demographics, operating statistics, performance trends, and future growth.

The SRTP will address the transit needs of the growing city and methods of increasing connectivity and coordination between other transit operators in the region, making transit a more convenient and feasible option. The plan will explore opportunities for expanding the service in a way consistent and feasible with current and future financial and operating constraints. By creating a more accessible and connected service, the plan will benefit not only transit dependents but also help attract choice riders helping create air quality conformity throughout the region.

Ultimately a transit system's services are defined by local values. Our approach provides a facilitated setting where stakeholders, staff, and the public can provide guidance and assistance in creating a future path for public transportation in Lodi.

SCOPE OF WORK

We have outlined a scope of work to prepare the City of Lodi Short Range Transit Plan. The scope of work follows the tasks outlined in the RFP. A comparison of the tasks in the RFP and the Nelson\Nygaard work scope is shown in the following figure.

Figure 1 Scope of Work

| RFP Workscope | | Nelson\Nygaard Workscope Corresponding Tasks | |
|---------------|-----------------------------------|---|---|
| No. | Task Description | No. | Task Description |
| 1.1 | Background Information | 2 | Overview of Existing Conditions |
| 1.2 | Performance Review | 2,4 | Overview of Existing Conditions, Current Service Performance Evaluation/Transit Demand/Needs Assessment |
| 1.3 | Data Collection | 2,3 | Overview of Existing Conditions, Community Input |
| 1.4 | Other Tasks and Planning Issues | 4,7 | Current Service Performance Evaluation/Transit Demand/Needs Assessment, Assessment of Transfer Station |
| 2.1 | Public Participation | 3 | Community Input |
| 2.2 | City Council Involvement | 10 | Draft and Final SRTP |
| 3 | Draft and Final City of Lodi SRTP | 10 | Draft and Final SRTP |

Task 1. Project Initiation and Kick-Off Meeting

Kick-Off Meeting

Key members of the Nelson\Nygaard team will meet with City of Lodi staff for a kick-off meeting to review the scope of work and schedule and to refine project details. At this meeting, we will also:

- Clarify project objectives, priorities and deliverables
- Identify any critical local or regional issues including growth and annexation
- Identify project contacts and establish interface protocols between the consulting team and City of Lodi and any other parties that will be involved in the study process
- Identify mapping needs and resources
- Plan the stakeholder outreach – its objectives, format, and participants
- Finalize data requirements and collect or request appropriate data sources

The most important element of this meeting will be to better understand the primary issues and study objectives. We will provide an agenda in advance of the meeting, including notes on key information needs.

Following the kick-off meeting, Nelson\Nygaard staff will take advantage of our trip to the area to tour Lodi and annexed areas to further our understanding of the community and geography of the area. We will also note locations of possible transit generators such as medical and senior facilities, schools, and community services, etc.

Deliverable: Technical Memorandum #1: Refined Project Approach and Results of the Kick-Off Meeting.

Meeting: Kick-Off Meeting

Task 2. Overview of Existing Conditions

This task will assemble data to present a picture of existing transit/paratransit and transportation conditions in Lodi and relevant information on future transit demand.

2.1 Document and Data Review

Immediately after the kick-off meeting, Nelson\Nygaard staff will begin a review of existing documents, reports and policies to familiarize ourselves with all past and current transportation and land use planning efforts relevant to the study. In this task, we will examine Grape Line's current system configuration. A clear understanding of regional land use policies, development patterns, and traffic/transportation projects will also be crucial later in the study as we begin to outline service delivery options.

Our initial review will include current data, recent studies, and plans developed by SJCOG, City of Lodi, and relevant documents from other entities to update our understanding of:

- Current fixed-routes and connecting services
- Current ADA paratransit services
- Most recent boarding and alighting data
- Current and projected development projects in the City of Lodi, the annexed areas and the County
- Current and planned land use, if available

Documents to be reviewed will include, but are not limited to:

- City of Lodi SRTP FY03/04 to FY07/08
- Most recent Triennial Performance Audit
- City of Lodi General Plan (focusing on land use and annexation)
- Latest demographic projections (consult U.S. Census data from 2000, SJCOG, and California Department of Finance)
- Latest regional traffic model

2.2 Demographic Evaluation/Growth Trends

Working directly with City of Lodi staff, we will compile current and projected demographic data to help us understand how the Lodi area is expected to grow in the coming years. We will focus on population, employment, age distribution, availability of

vehicles per household and household income to help us better understand how the area is changing.

Utilizing information discovered in Task 2.1 (from SJCOG, U.S. Census and the Department of Finance), we will also conduct a review of growth in the community that will have an impact on the delivery of transit services over the next five years. This review includes major housing developments and commercial growth. We will map the findings.

These maps will be included in reports and displayed at Public Outreach Meetings. Samples of demographic maps are provided in the Appendix.

2.3 On-Board Ridecheck and Point Check

Nelson\Nygaard will collect detailed stop level ridership data to compile route-by-route performance reports and to guide route level service planning efforts. We propose to conduct a 100 percent ridership count on each Grape Line fixed-route over the course of an average weekday, Saturday and Sunday. We can ensure that a 100 percent survey will provide an accurate count of ridership activity by surveying during the midweek on a typical week when school is in session and redoing any runs that experience operational problems.

Nelson\Nygaard will hire local temporary workers to ride and record boardings and alightings at EVERY bus stop on EVERY trip of EVERY route under the direct supervision of an on-site Nelson\Nygaard ridecheck manager.

In addition, surveyors will also record arrival times at intermediate timepoints along each route. Stop-specific ridership data collected during this effort will be essential for analyzing the overall performance of each route, route activity by time of day and route segment, and capacity by route segment.

2.4 On-Board Passenger Surveys

Through years of experience conducting on-board surveys we have learned to ask questions that allow us to infer a great deal about transit benefits to customers and the community. Fixed-route surveys will be distributed and collected by the same temporary surveyors hired to collect boarding and alighting data. Surveyors will already be riding every hour of service on every fixed-route over the course of an entire weekday and will distribute surveys during the same time period. This will allow them to contact the majority of Grape Line passengers, most of whom likely take one leg of their trip during these hours. Our experience shows that a response rate of 60 percent to 70 percent is typical for this type of survey.

Surveys will solicit information about passenger demographics, passengers' origins and destinations, frequency of use, trip purpose, key destinations, transfer information, access to an automobile, and perceived strengths and weaknesses of the service. An example of an on-board passenger survey is provided in the Appendix.

We will develop a draft of the survey and have City of Lodi staff review it prior to printing. We will also discuss language options of the survey with staff.

Rather than simply state the results, we will analyze the results using cross-tabs of the data to get at the most relevant and revealing information.

2.5 Driver Interviews

Nelson\Nygaard has found that transit drivers can provide front-line insight on service use, problems and opportunities. The driver interview will be conducted in person. Interview questions will gather perceptions on:

- Who is using the services – seniors, youth, students, persons with disabilities or the general public?
- What are the key destinations – important Grape Line and dial-a-ride origins and destinations?
- What are the peaks – trips or times with greatest ridership?
- What are the key comments that passengers tell them about the service?
- What impacts on-time performance and running times – are the schedules tight or adequately relaxed – are there traffic congestion and circulation problems?
- What are the service strengths and weaknesses?

| |
|---|
| Deliverable: Technical Memorandum #2: Overview of Existing Services and Demographic Maps |
|---|

Task 3. Community Input

3.1 Public Outreach Meetings

This task will seek to gain feedback from the community and the selected stakeholders about the current transit and paratransit services and the transportation needs of the community. Nelson\Nygaard will work with City of Lodi staff to organize and publicize four (4) Public Outreach meetings over the course of the study. The attendees will be asked to provide input regarding transit needs and recommendations for improving mobility in the area.

We find that an open-house meeting format provides an open and comfortable environment for all participants and leads to honest, productive results for this type of feedback solicitation. Most importantly, the format allows participants to be heard without sitting through an entire meeting. At an open house we would provide a number of stations staffed by one or two consultants and City staff. Each station provides information to participants via presentation boards, video, or maps. Participants can view information at their leisure and talk one-on-one with staff and consultants. The sessions typically last

two to three hours, usually 4:00 to 7:00 PM, so that people can come whenever it is convenient for them and stay only as long as they like.

3.2 Stakeholder Interviews

The purpose of this sub-task is to conduct a series of one-on-one confidential stakeholder interviews to lay the groundwork and give us a more comprehensive context for this transit study. This will allow key stakeholders to speak “off the record” and will allow the interviewer to explore the mobility issues in depth. Up to eight individuals will be interviewed. Some interviews will be in person. Other interviews may be completed by telephone. Prior to the interviews, we will develop a set of interview questions and review it with City of Lodi staff. The interview will be designed in such a way as to solicit information, which responds to core questions, but also allows for open-ended conversation. Some of the topics to be covered are:

- Perceptions about strengths/weaknesses in the fixed-route and paratransit services
- High priority future needs
- Top three priorities for improving transit and paratransit services
- Major constraints in enhancing local and regional services and connections

3.3 Intercept and Internet Survey

We would also like to include in our assessment some sense of the general public’s feelings about transit service, the need for it, willingness to use it and desired improvements. In our opinion the best way to reach the largest number of people in the most cost effective manner is via an email or website survey tool such as **Survey Monkey** (<http://www.surveymonkey.com>). We have used this tool quite effectively on other studies. We understand that the use of an online survey limits responses to those people with access to the internet (home, library, workplace, etc.) but for the information we are trying to gather at this time we feel this is an acceptable tradeoff. We can provide examples of this on request.

An intercept survey of non-riders will be conducted at up to three locations in the Lodi area. Potential locations may include popular public places such as grocery stores, shopping centers, and the public library. The exact locations will be determined during the Project Initiation meeting.

| | |
|---------------------|--|
| Deliverable: | Technical Memorandum #3: Summary of Public Meetings, Stakeholder Interviews and Non-Rider Survey |
| Meeting: | Meeting with Staff to discuss next steps and key findings |

Task 4. Current Service Performance Evaluation, Transit Demand and Needs Assessment

4.1 Analyze Fixed-Route and Dial-A-Ride Services

Fixed-Route

Utilizing information gathered in the previous Tasks, Nelson\Nygaard will synthesize pertinent ridership and operating information, field observations and the results of public outreach and staff meetings to support a comprehensive review of the Grape Line system. The fixed-route service evaluation will at a minimum cover the following:

- System overview and trends
- Transit rolling stock, facilities and amenities
- Routes and schedules
- Ridership and productivity
- Fare structure and farebox recovery
- Operating expenses and revenues
- Peak hour demand

Our efforts during this subtask will include a review of the last SRTP to identify stated goals and objectives, performance measures, service and other recommendations. We will assess whether recommendations have been implemented, delayed or warrant reconsideration in the new plan.

Lastly, we will evaluate the system's performance measures including farebox recovery ratio, schedule adherence, productivity and efficiency of the service.

Dial-A-Ride

Nelson\Nygaard believes it is important to conduct a detailed analysis of the existing general public Dial-A-Ride ridership and operations. Our approach relies heavily on on-site observation, input from customers, drivers and other staff, and a comprehensive review of system documents, including driver manifests, dispatch logs, reservations, standing orders, service denial and complaint records, on-time performance logs, or other available records as relevant. We prefer to observe dispatch center activity to enhance our understanding of the data, and to become familiar with current practices and procedures governing telephone reservations, trip assignment, and vehicle dispatching.

In addition, we will look at the impacts of operating both a General Public Dial-A-Ride for the City of Lodi and an ADA paratransit system for San Joaquin residents.

During the outreach process, we will talk with key representatives of elderly and disabled residents and others who use the Dial-A-Ride on a consistent basis.

4.2 Operational Issues

This task will be the precursor of developing service recommendations in Task 6. Nelson\Nygaard will conduct a comprehensive analysis of the current bus service and look at possible areas of service expansion including the Reynolds Ranch Annexation, Westside Annexation and the Southwest Gateway Annexation. The evaluation will include potential impacts service expansion would have on the current system. This analysis will look at both current and proposed routes. The analysis will be organized in the following categories:

- **Service Costs.** Are costs for providing Grape Line and Dial-A-Ride services in line with industry standards? How would additional service impact key measures including the farebox recovery ratio and cost per passenger?
- **Service Effectiveness.** Is City of Lodi Transit able to meet productivity and performance standards? How is on-time performance? How would new service impact schedule adherence? Are current standards realistic? Are there reasonable unmet needs to address?
- **Regulatory Compliance.** Is the transit system in compliance with all federal and state regulations, including TDA and ADA requirements? Are there recommendations in the previous triennial performance audit that have not been addressed?
- **Service Contract Documentation.** What is the effectiveness of the existing organizational structure, operating parameters and management reporting requirements?

4.3 Transit Demand and Needs Assessment

The Nelson\Nygaard team will pull together all of the information from the document review, data collection and community input efforts to determine our initial assessment.

We will prepare a series of transit demand projections for Lodi at the five- and ten-year horizons. Demand projections will be based on population projections, current per-capita transit-trip-making, and mode-split assumptions. A thorough review of transit demand will assist with planning for future service and for evaluating potential unmet transit needs for TDA funding purposes. Based on the foundation of knowledge gleaned from previous tasks, this analysis will also examine potentially emerging markets for transit, including social service agencies and surrounding areas currently not served by transit. Transit demand projections will be critical to the development and comparative analysis of potential service scenarios.

| | |
|---------------------|--|
| Deliverable: | Technical Memorandum #4: Evaluation of Service Performance, Transit Demand and Community Needs |
|---------------------|--|

Task 5. Review and Update Goals, Objectives and Standards

Nelson\Nygaard will work with staff and others as necessary to update the goals and objectives. A complete and effective goal setting process is hierarchical and should encompass the following main elements:

- **Goals** set the tone by establishing the overall policy direction and organization philosophy.
- **Objectives** define each goal in terms of specific programs, actions and outcomes that are attainable and measurable.
- **Performance measures** provide the means for determining whether progress is being made toward achievement of defined objectives. Passive measures are used to monitor service design, and are often qualitative. Active measures are needed to track system performance, and generally are quantifiable.
- **Standards and guidelines** set the level of attainment desired for each performance measure. Standards provide firm thresholds while guidelines offer targets for the transit system to achieve and should be recalibrated annually to reflect changing circumstances in market, funding and operational conditions.

Nelson\Nygaard will maintain continuity by assessing existing goals and objectives in context of the events of the past five years and confirm that they remain relevant for the near future. Where necessary and appropriate, we will recommend adjustments. Similarly, updated service standards and performance measures will be recalibrated to reflect current conditions.

Task 6. Develop Transit Service Plan

Our approach in defining service alternatives is to look at how existing services can be better connected and coordinated to serve the community's needs, building upon the strengths of the existing transit network and addressing any weaknesses. We will work with staff and local representatives to initially define up to three conceptual alternatives to be studied.

We anticipate these alternatives will represent different scales of service delivery. For example, one alternative might show more extensive demand/response or flex-route services that can provide service to a larger area. The alternatives will be defined by key characteristics such as service mode (fixed-route, route deviation, demand response, flex-route), service level (span, frequency), and resource level (annual service hours, cost, peak buses). We will flesh out up to two recommended structures in detail and provide maps, charts and narrative including:

- Route maps showing new routes or route alignments
- Alternative service delivery types, if appropriate
- Operating cost estimates in terms of annual revenue hours and miles
- Vehicle and facility requirements (bus stops, shelters, vehicle types, etc.)

- Effectiveness in meeting transit service goals

In addition, the description will address various issues including increased coordination with surrounding jurisdictions, geographical equity, and integration with local land use plans. We will also address the plan's ability to meet emerging transit needs such as the growing residential community in the annexed areas.

The service recommendations will be included in Technical Memorandum #5 (see Task 7).

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| Meeting: Meeting with Staff to discuss transit service recommendations |
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Task 7. Assessment of Transfer Station

Task seven will focus on an assessment of a transfer station in southwestern Lodi. During this task Nelson\Nygaard will develop evaluation criteria which will be used to rank the potential sites. We will work with City staff to develop the criteria which may include, but not be limited to:

- Ability to meet future demand and space to accommodate future needs
- Acquisition cost
- Safety and convenience (operational and personal)
- Impact on operations (deadhead miles, re-routing, operating costs)
- Proximity to trip generators and destinations
- Impacts on ridership (convenience, comfort, personal safety)
- Environmental impacts (traffic, etc.)
- Direct development potential
- Ability to connect with other modes of transportation
- Funding Sources

The assessment will document potential impacts on bus running times, revenue hours, bus pull-outs, traffic and bus circulation, area security, and land use development. Impacts and implications will be organized as opportunities or negative impacts. This task will also include recommendations for amenities for the transfer station.

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| Deliverable: Technical Memorandum #5: Service Plan, Goals, Objectives and Standards, Assessment of Transfer Station |
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Task 8. Marketing Plan

Nelson\Nygaard will review the marketing program currently employed by the City of Lodi. This may include media access, promotions, schedules and maps, incentives, etc. Marketing plans should be developed with specific goals in mind – increasing transit use, providing better information about existing transit services, coordinating a transit information package, or introducing new transit services. Very often, a combination of these goals is appropriate. We will evaluate the current marketing and outreach program to help identify possible strategies to improve public relations and possibly increase ridership.

Task 9. Capital and Financial Plan

9.1 Develop Operating and Funding Plan

We will begin by projecting operating costs based on the recommended service plan. We will then develop a financial plan that will present operating and capital cost projections in each of the following categories:

- Operating costs by service category
- Capital costs
- Availability of capital funds and local match
- Availability of operating funds and estimated passenger revenues by service category
- Potential availability of new funding sources, including operating revenues, and discretionary capital revenues

As part of the financial plan, we will identify and evaluate existing and potential cost-sharing strategies (or formulas) to pay for services in overlapping jurisdictions.

9.2 Develop Capital Plan

We will identify the vehicle and facility needs to support the recommended transit service plan. This will include the number and type of vehicles required, operational and facility needs and recommendations. We will also identify other capital needs required to support the plan, including the possibility of the southwestern transfer station. Considering availability of capital funding sources, we will recommend capital projects that are necessary for short-term implementation and others that could be phased in when funds become available in the longer-term capital plan.

Task 10. Draft and Final SRTP

10.1 Draft Final Report and Presentation

A draft final report documenting all of the work undertaken in Tasks 1 to 9 will be prepared for review and comment. Ten (10) copies of the report and an electronic Microsoft Word version on a CD will be submitted.

We will present the draft report to the Lodi City Council. After the meeting is complete, we will prepare a summary memorandum outlining key themes and other common concerns that were raised at the meetings.

10.2 Final Report

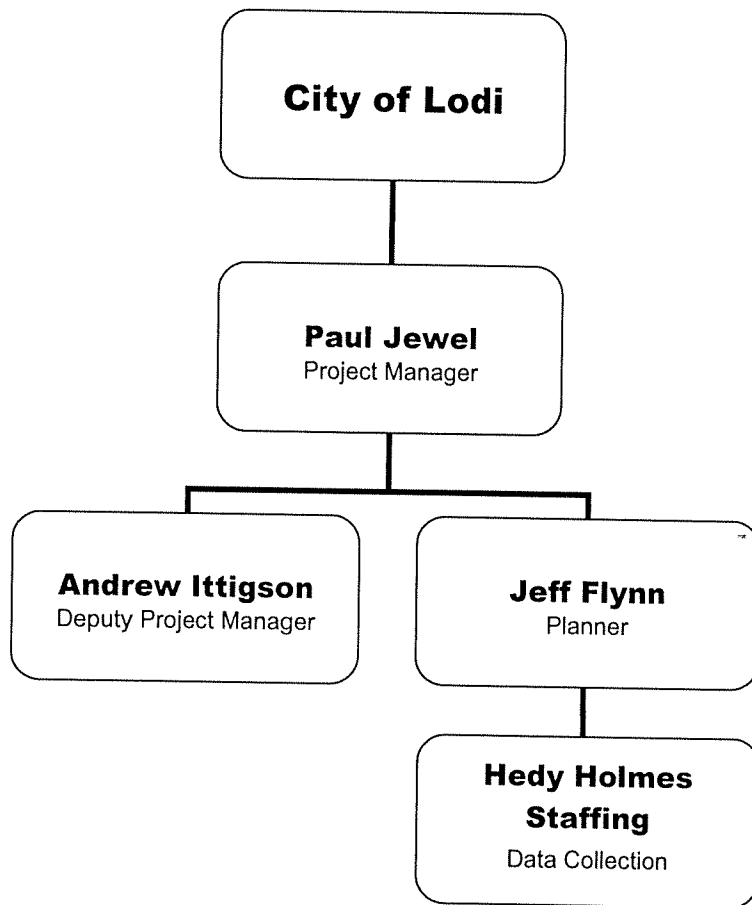
Following review and comment, we will prepare a final SRTP. Nelson\Nygaard will provide twenty-five (25) bound copies of the Final Report and an original copy suitable for duplication, as well as electronic files on CD in Microsoft Word format and Acrobat Reader. We will present the final Plan to the Lodi City Council, if necessary.

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| Deliverable: Draft and Final SRTP and Presentation |
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ABOUT THE TEAM

To ensure our management approach is executed properly and meets the needs of this study, we have assembled a team of experts with strong and relevant experience in small city and rural transit evaluation and planning. An organizational chart is presented below followed by cameos of our staff.

Figure 2 Organizational Chart



Paul Jewel, Chief Operating Officer and Principal, will serve as the Project Manager. Paul has been with Nelson\Nygaard for fourteen years, and leads the firm's public transit practice. His main area of expertise includes planning and operational assessments for fixed route systems, shuttles and transit centers. Paul thoroughly understands all aspects of both COA's and Short Range Transit Plans and is an expert in helping different groups come to consensus on transit service and design priorities. Some of his recent and relevant experience includes:

- Capital District Transit Authority (Albany, NY) – On-Call Transit Planning
- Fairfield\Suisun Transit (Fairfield, CA) - SRTP

- Reno Citifare (Reno, NV) – COA/SRTP
- Culver CityBus (Culver City, CA) – Line by Line Analysis
- Vallejo Transit (Vallejo, CA) - SRTP

Mr. Jewel is well-versed in all aspects of transit data collection including passenger surveys and ridechecks, transfer assessments and on-time performance checks. Within the past 30 months Paul and his staff have completed data collection activities for a variety of medium and large transit properties including:

- VIA Metropolitan Transit (500 buses) (San Antonio, TX)
- Foothill Transit (300 buses) (West Covina, CA)
- Omnitrans (180 buses) (San Bernardino, CA)
- WHEELS (75 buses) (Livermore, CA)
- Marin Transit District- Golden Gate Transit (100 buses) (San Rafael, CA)

Andrew Ittigson, Associate Project Manager, will serve as the Deputy Project Manager. As one of the firm's lead service planners, Andrew has worked on or led many small or medium-size transit studies. As deputy project manager, he recently completed a Short Range Transit Plan in Fairfield, California and a Rapid Bus Study in Oakland. For both projects, Andrew was responsible for the development of all work products, including an evaluation of existing services and a five-year service plan based on changing needs. In Fairfield, Andrew was responsible for the review of existing transit services, evaluation of future transit needs and the development of an enhanced service plan. Andrew also was the lead service planner for a five-year transit plan in Flagstaff, Arizona and Transit Development Plan in Las Cruces, NM. Andrew has performed operations analysis and service plans for the Utah Transit Authority, ValleyRide (Boise, Idaho), Union City Transit, Santa Maria Area Transit, and Santa Barbara County.

Before joining Nelson\Nygaard, Andrew worked at the Metropolitan Transit Authority in Houston where he managed various projects including a Title VI evaluation report, the Southeast Houston Bus-Rail interface project and the METRO Emergency Downtown Evacuation Plan.

Jeff Flynn, Associate Project Manager, will serve as the Project Planner. Jeff has assisted in operations analysis and service reviews for the Northern Santa Barbara County Service Plan, the San Francisco County Transportation Authority (SFCTA) Neighborhood Studies, Fairfield/Suisun Transit and Alameda-Contra Costa County (AC Transit) in the San Francisco Bay Area. In addition, Jeff has performed and supervised survey and outreach efforts for the City of Walnut Creek, California; a San Francisco BART parking study; numerous neighborhood studies; the Alameda County (CA) Guaranteed Ride Home Program; and a car-sharing pilot program evaluation. He also supervised the surveying and ridecheck for the AC Transit International Blvd. corridor to support the implementation of rapid bus service.

Jeff's previous work experience includes positions at Unitrans in Davis, California and Yolo County Transportation District (YCTD), also in California. At Unitrans, Jeff oversaw the implementation of the annual bus schedules including spearheading service change initiatives. He reorganized and expanded Unitrans' night service to better serve the city and reduce overcrowding. At YCTD, Jeff assisted in evaluating routes and creating new route concepts for West Sacramento to accommodate the blossoming Southport area.

Hedy Holmes Staffing Service is a full service staffing agency that provides general labor employees to businesses. Hedy Holmes was founded in 1979 in Stockton and has offices in Lodi and Tracy. It is now the largest woman owned business in San Joaquin County and winner of the *Record* newspaper's "Best Employment Agency" award. Nelson\Nygaard will use Hedy Holmes to provide temporary surveyors for the Grape Line ridecheck and survey. Nelson\Nygaard staff will train and supervise the temporary surveyors.

Detailed Resumes are included in the Appendix.

Staff Availability

Our staff has adequate time and availability to meet the requirements of this project. The following table illustrates current commitments for our team:

| Name | Percent of Time Available for this Project |
|-----------------|---|
| Paul Jewel | 60% |
| Andrew Ittigson | 70% |
| Jeff Flynn | 70% |

MANAGEMENT APPROACH

Nelson\Nygaard's approach to project management is one of strong leadership, attention to detail and continuous quality assurance procedures. We use a variety of management tools to ensure that the project comes in on time and on budget.

Project Management Software

Our primary method for monitoring and managing projects internally is a program of project management and budgeting software called MAS 90. This powerful tool allows the Project Manager to manage projects in numerous ways, including the ability to set budgets by task (or subtask) and determine exactly how much has been billed to a specific task or phase of the project.

In addition to MAS 90, Nelson\Nygaard develops a timeline for each project that identifies specific deliverable dates for all tasks, staff responsibilities and dates for all presentations and meetings with the client and/or public.

Progress Reports

Our Project Manager will send a monthly progress report identifying the total number of hours worked, the specific tasks and accomplishments, and the remaining project budget. This monthly report also discusses the status of all tasks, hours remaining for each task and estimated completion date of future tasks. Comprehensive progress reports will be submitted every quarter.

Client Contact

Clear, concise and regular communication between our team and City of Lodi members is absolutely essential for a successful plan. Our Project Manager will serve as the primary point of client contact and will be responsible for ensuring the quality of all project deliverables. Paul Jewel is to be supported by Andrew Ittigson who will provide project management support and serve as a secondary contact.

Consistency and Quality Control

It is not uncommon to have several team members review a document before presenting a draft version to the client. All Nelson\Nygaard staff members will report directly to the Project Manager for all scheduling, coordination and administrative issues. We regularly copy all members of the team when communicating between project participants.

Communication

Over the years, Nelson\Nygaard has developed an informal, but highly effective means of communication among team members. All professional staff proposed for this project have worked closely together in the past. To ensure a high level of communication within the team and carry it over to the client, we will:

- Hold an internal team “kick-off” meeting to explain the project in detail to team members. The goal of the kick-off meeting is to ensure that all team members understand the complexities of the project throughout its scheduled progression.
- Conduct meetings throughout the project to appraise the status of each task and to resolve any potential issues. These meetings will allow our Project Manager to evaluate the proposed progress of the study with the status of specific team member tasks. Adjustments to the project schedule only occur with explicit direction from City of Lodi staff.

Figure 3 Project Delivery Schedule

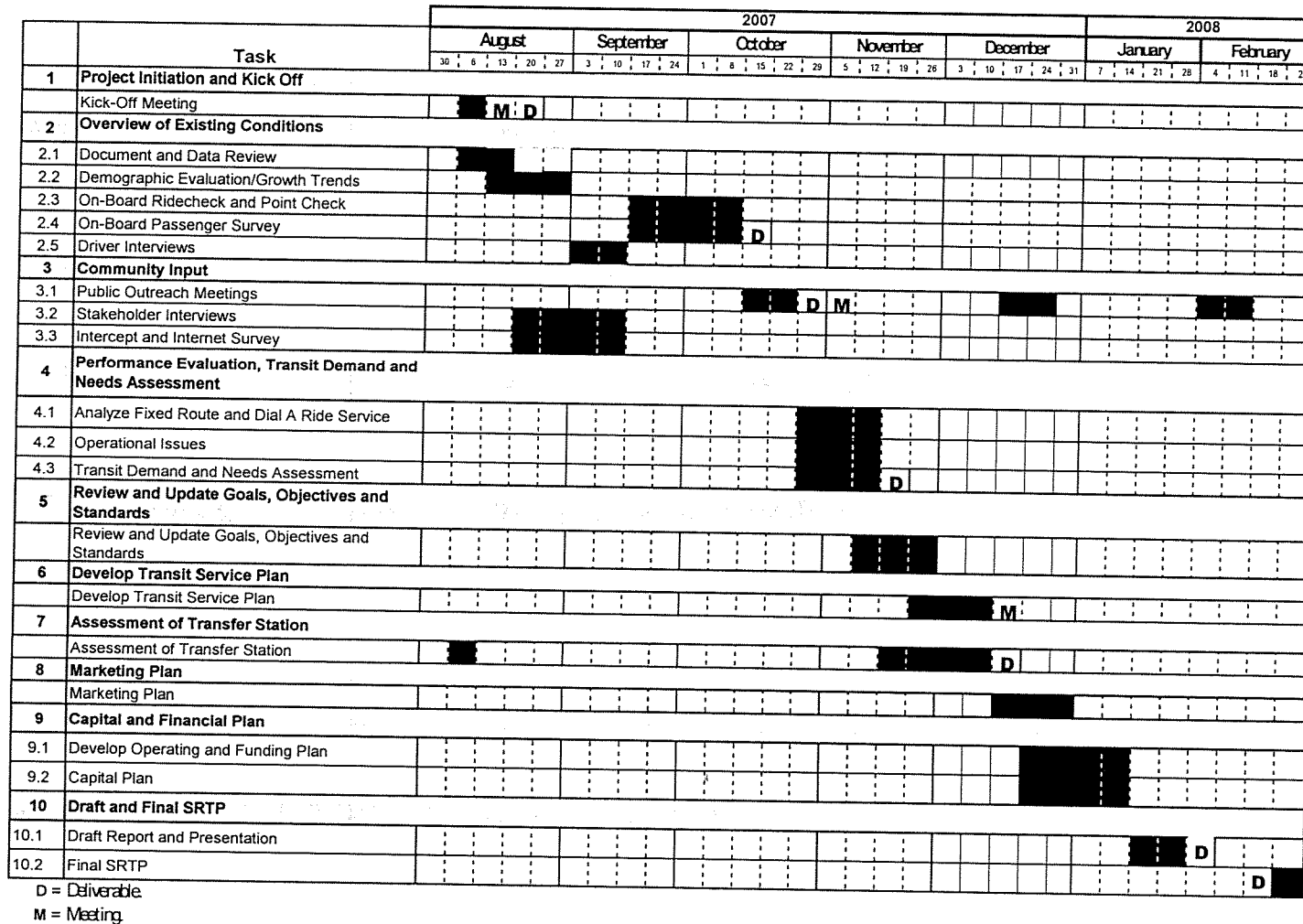


Figure 4 Project Budget

| | | P Jewel Principal | A Ittigson APM | J Flynn APM | GIS/Graphics Support Service | | | | | | | | | |
|---|---|----------------------|-------------------|----------------|---------------------------------|-------------------------|---------------------------------------|------------------------------------|-----------------------|--------------------|-------------------------|-------------------------|---------------|--|
| NN Overhead (120%) | | \$61.98 | \$39.25 | \$39.25 | \$35.12 | TOTAL Staff Hours | Total Labor Cost ⁽¹⁾ | Sub Consultant (Hedy Holmes) | Direct Expenses | | | Total Direct Cost | Total Cost | |
| Firm Profit (10%) | | \$74.38 | \$47.10 | \$47.10 | \$42.14 | | | | Mail, Phone | Copies | Printing ⁽¹⁾ | | | |
| Total Billing Rate | | \$150.00 | \$95.00 | \$95.00 | \$85.00 | | | | Travel ⁽¹⁾ | FAX ⁽¹⁾ | Printing ⁽¹⁾ | | | |
| Task 1 Project Initiation | | | | | | | | | | | | | | |
| Kick-Off Meeting | | 6 | 6 | | | 12 | \$1,470 | | \$80 | \$10 | \$10 | \$100 | \$1,570 | |
| Task 2 Overview of Existing Conditions | | | | | | | | | | | | | | |
| 2.1 | Document and Data Review | | 4 | 4 | | 8 | \$760 | | | \$5 | \$10 | \$15 | \$775 | |
| 2.2 | Demographic Evaluation/Growth Trends | 2 | 2 | 6 | | 14 | \$2,250 | | | | \$10 | \$10 | \$2,260 | |
| 2.3 | On-Board Ridecheck and Point Check | | 10 | 32 | | 12 | \$5,010 | \$2,500 | \$125 | \$10 | \$75 | \$210 | \$7,720 | |
| 2.4 | On-Board Passenger Survey | | 10 | 30 | | 4 | \$4,140 | \$2,000 | \$150 | | \$125 | \$275 | \$6,415 | |
| 2.5 | Driver Interviews | | 4 | 8 | | 12 | \$1,140 | | | \$5 | \$10 | \$15 | \$1,155 | |
| Task 3 Community Input | | | | | | | | | | | | | | |
| 3.1 | Public Outreach Meetings | 4 | 28 | 18 | | 6 | \$5,480 | | \$200 | \$25 | \$125 | \$350 | \$5,830 | |
| 3.2 | Stakeholder Interviews | 2 | 12 | 8 | | 2 | \$2,370 | | \$70 | \$10 | \$25 | \$105 | \$2,475 | |
| 3.3 | Intercept and Internet Surveys | 2 | 10 | 12 | | 6 | \$2,900 | \$400 | \$100 | \$10 | \$75 | \$185 | \$3,485 | |
| Task 4 Performance Evaluation, Transit Demand and Needs Assessment | | | | | | | | | | | | | | |
| 4.1 | Analyze Fixed Route and Dial-A-Ride Service | 6 | 10 | 4 | | 4 | \$2,570 | | | \$5 | \$5 | \$10 | \$2,580 | |
| 4.2 | Operational Issues | | 8 | 4 | | 12 | \$1,140 | | | | | \$0 | \$1,140 | |
| 4.3 | Transit Demand and Needs Assessment | 4 | 12 | 2 | | 18 | \$1,930 | | | \$15 | | \$15 | \$1,945 | |
| Task 5 Review and Update Goals, Objectives and Standards | | | | | | | | | | | | | | |
| Review and Update Goals, Objectives and Standards | | 4 | 8 | 4 | | 16 | \$1,740 | | | \$10 | \$0 | \$10 | \$1,750 | |
| Task 6 Develop Transit Service Plan | | | | | | | | | | | | | | |
| Develop Transit Service Plan | | 8 | 10 | 10 | | 4 | \$3,440 | | \$70 | \$10 | \$25 | \$105 | \$3,545 | |
| Task 7 Assessment of Transfer Center | | | | | | | | | | | | | | |
| Assessment of Transfer Center | | 6 | 8 | 10 | | 24 | \$2,610 | | \$50 | | | \$50 | \$2,660 | |
| Task 8 Marketing Plan | | | | | | | | | | | | | | |
| Marketing Plan | | 4 | 6 | 4 | | 14 | \$1,550 | | | \$10 | | \$10 | \$1,560 | |
| Task 9 Capital and Financial Plan | | | | | | | | | | | | | | |
| 9.1 | Develop Operating and Funding Plan | 6 | 6 | 10 | | 22 | \$2,420 | | | \$10 | \$10 | \$20 | \$2,440 | |
| 9.2 | Capital Plan | 8 | 8 | 6 | | 22 | \$2,530 | | | | | \$0 | \$2,530 | |
| Task 10 Final Transit Plan | | | | | | | | | | | | | | |
| 10.1 | Draft Report and Presentation | 4 | 12 | 4 | | 4 | \$2,460 | | \$100 | \$10 | \$200 | \$310 | \$2,770 | |
| 10.2 | Final SRTP | 4 | 4 | 4 | | 4 | \$1,700 | | | \$10 | \$350 | \$360 | \$2,060 | |
| TOTAL | | 70 | 178 | 180 | 60 | 488 | \$49,610 | \$4,900 | \$945 | \$155 | \$1,055 | \$2,155 | \$56,665 | |

APPENDIX A

RESUMES

Paul Jewel

Principal

Mr. Jewel is an experienced Project Manager and Lead Planner who has developed a track record of implementing successful projects for a variety of clients up and down the West Coast.

Master of Public Administration with Emphasis on Urban Policy and Transportation,
San Francisco State University

Bachelor of Arts, History/Political Studies,
Pitzer College

Experience

Nelson\Nygaard Consulting Associates Inc.

*Associate, Senior Associate 1993-1999;
Principal, 1999-Present*

- Large System Operational Assessments for clients such as Fresno Area Express (FAX), Spokane Transit Authority, Livermore Amador Valley Transit Authority, South Coast Area Transit and Omnitrans. These studies tend to focus on opportunities for increasing ridership and improving productivity without necessarily increasing revenue hours and/or peak vehicle requirements.
- Small City and Rural System Short Range Transit Plans for Tulare County Transit, Stanislaus County, South County Area Transit, the City of Tracy and similar size operations. These studies typically cover a variety of issues and tasks including assessments of transit need, customer and general public outreach, marketing, service planning and financial planning.
- Transit Center Operational Assessments for clients such as the City of Vallejo, the City of Visalia, Spokane Transit Authority and the City of Santa Rosa. For this type of project Mr. Jewel is typically asked to address specific operating questions like "what happens to the system if the transit center is moved to a new location" or "is it possible to improve the operational efficiency of our existing facility."
- Shuttle and "Hybrid" System Evaluations for the City of San Leandro, the City of Ventura, the City of Vallejo, Mare Island Naval Base, and the Livermore Amador Valley Transit Authority. These studies frequently involve assessing the potential for new shuttle sources (commuters, shoppers and tourists) or they might involve an assessment of the potential of incorporating new "hybrid" services like DART (Direct Access Rapid Transit) into an existing transit system network.
- Alternative Fuel Assessments for clients like the Solano Transportation Authority, the City of Union City and Foothill Transit. For these clients Mr. Jewel prepared "White Papers" which helped them tackle some of the basic issues related to fuels such as: "What are some of the realistic options", "How quickly could a new fueling option be implemented" and "What are the general operating and capital costs involved with switching to a new fuel?"
- Performance Audits of the City of Paso Robles, the Mendocino Transit Authority and a variety of other small and medium size systems.
- Surveys and Data Collection efforts including on-board passenger surveys, passenger boarding counts, telephone surveys and intercept surveys.
- Stakeholder Interviews and Focus Groups with business leaders, politicians, citizens groups and the general public.

Small City and Rural Transit Operations

- Stanislaus Council of Governments Regional Transit Study, Project Manager. Developed a regional plan for coordinating separate transit services within county. Evaluated and developed regional transit goals and objectives.
- Visalia Route Structure and Schedule Planning, Project Manager. Responsible for pointcheck. Using new and existing data, developed route structure recommendations to maintain schedule adherence.
- Tulare County Intercounty Transit Implementation Plan, Project Manager. Using an assessment of intercounty travel demand, responsible for developing operating and implementation plans for intercounty services. Developed multi-jurisdictional funding and operating agreements.
- Glenn County's Transit Implementation Assistance Program, Project Manager. Provided implementation assistance for the start-up of the new intercounty service.
- Douglas County Oregon: Transit Feasibility Study, Project Manager and Service Planner
- Eastern Nevada County's Transit Development Plan, Project Manager
- Western Nevada County's Transit Development Plan, Project Manager and Service Planner. Revised fixed route network in order to improve productivity and efficiency and to expand service to non-traditional transit markets.

Nelson\Nygaard
consulting associates

San Francisco, CA
415-284-1544

New York, NY
212-242-2490

Portland, OR
503-228-2152

Boston, MA
617-521-9404

pjewel@nelsonnygaard.com
www.nelsonnygaard.com

Paul Jewel

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- City of Dinuba's Transit Implementation Plan, Project Manager and Service Planner. Recommended switching service from a City operated system to a more effective County operated system.
- South County Area Transit's Short Range Transit Plan, Project Manager and Service Planner. Revised fixed route network to improve productivity, efficiency and connections to regional services.
- Amador County: Study of Intercounty Transit Alternatives, Project Manager and Planner. Designed a new intercounty commute service linking Amador County with Sacramento.
- Glenn County's Transit Implementation Plan, Project Manager and Planner. Designed a new intercounty service linking Willows, Orland, and Chico.
- City of Bend Oregon's Transit Development Plan, Planner. Prepared an alternative fuels analysis recommendation for this proposed service.

Articles and Presentations

- "Direct Access Responsive Transit" – Paper, CTA Conference, 1997
- "Sunline Transit - Social Service Transportation Resource Center" Presentation at CalACT's Fall 1998 Conference

Andrew Ittigson

Associate Project Manager

Expertise in fixed route service planning. Andrew has experience in GIS, data analysis and a strong background in transportation issues.

Master of Community and Regional Planning, Specialization in Transportation Planning,
University of Texas at Austin

Bachelor of Arts, History,
University of Texas at Austin

Experience

Nelson\Nygaard Consulting Associates Inc.

Associate Project Manager, 2003–Present

- **Salt Lake County Bus Study.** Restructuring of the entire 300+ vehicle bus system in an effort to provide more efficient service with better connections to activity centers and light rail stations. Developed a costing model to project future revenue hours and operating costs. Worked with the core planning team in redesigning routes and schedules for UTA buses in the central business district. Administered ridership projection model to forecast future ridership trends in the UTA system.
- **AC Transit San Pablo Corridor Rapid Bus Study.** Completed a system performance overview of all the routes serving the San Pablo corridor. Compared ridership results and survey data before and after the introduction of Rapid Bus service. Managed two phases of the ridecheck and passenger survey on Route 72R.
- **Union City Transit, Transit Alternatives Study.** Served as Deputy Project Manager for the Transit Alternatives Study. Identified marketing, service and fare improvements that would meet the goal of increased ridership for the Union City Transit system. Facilitated public meetings.
- **ValleyRide Regional Operation and Capital Improvement Plan (Boise, ID).** Coordinated a system-wide ridecheck for all fixed-routes. Planned the restructuring of bus routing in the Boise area. Facilitated meetings of transit providers and stakeholders introducing future plans for Boise bus service. Created conceptual schedules and assisted with mapping of the short-range bus service plan.
- **City of Benicia Short Range Transit Plan.** Served as Deputy Project Manager for an update to Benicia's SRTP. Worked with city staff to develop a new route structure, including flex routes and commuter express service. Facilitated stakeholder interviews and public outreach meeting. Coordinated and administered ridecheck and passenger survey.
- **Las Cruces, New Mexico Transit Development Plan.** Assisted with the development of a short range service plan for the nine route system based on existing revenues. The service plan provided two-way service with clock faced headways and introduced three alternatives for a new downtown transit center.
- **Flagstaff Five-Year Transit Plan.** Worked with the core planning team to develop three service alternatives based on future dedicated tax scenarios. Facilitated public outreach meetings and prepared a comprehensive peer review.
- **Caltrans Rail Right of Way Service Update and Evaluation.** Identified the existing active and abandoned rail corridors in California. Evaluated the potential of future passenger service and bike trails in the rail corridors. Facilitated rail segment identification process using ArcGIS.
- **Alameda County Guaranteed Ride Home Program.** Manage the administration, marketing and annual program evaluation for the Alameda County CMA Guaranteed Ride Home program.
- **Sacramento Intermodal Facility Project.** The project evaluated potential funding sources for the restoration of an historic train station in downtown Sacramento. Researched and submitted recommendations for historic preservation and brownfields grants and possible tax credit funding strategies.
- **Santa Maria Area Transit Short Range Transit Plan.** Supervised system-wide ridership count. Analyzed and mapped (using ArcGIS) existing and proposed bus service.

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consulting associates

San Francisco, CA
415-284-1544

New York, NY
212-242-2490

Portland, OR
503-228-2152

Boston, MA
617-521-9404

aittigson@nelsonnygaard.com
www.nelsonnygaard.com

Andrew Ittigson

Page 2

Previous Experience

METRO Transit Authority, Houston, TX

Transit Planner II, 2002–2003

- Assisted in the development of service plans, including new routes and modifications to existing routes to improve productivity
- Managed and organized the Southeast Houston Bus Rail Interface Project
- Managed the Title VI evaluation project which compared METRO bus service standards in minority census tracts to non-minority census tracts

Texas Department of Transportation (TxDOT), Austin, TX

Planning Assistant, 2001–2002

- Evaluated Transportation Improvement Programs and long-range plans for all MPOs in the State of Texas. Verified the plans in accordance with state and federal standards.

Presentations

“California Statewide Rail Right of Way and Abandoned Corridor Evaluation” –

Presentation at ESRI Regional User Group – March 2006, Honolulu
ESRI International User Conference, August 2006, San Diego

Jeff Flynn

Associate Planner

**Bachelor of Science,
Managerial Economics,**
University of California, Davis

Bachelor of Arts, Geology,
University of California, Davis

Experience

Nelson\Nygaard Consulting Associates Inc.

Associate Planner, 2005–Present

- **Mountain Area Regional Transit Agency (MARTA) and Morongo Basin Transit Agency (MBTA) Operations Analysis.** Led the ridecheck, survey, and analysis on all MARTA and MBTA routes. Assisted in cataloging all existing services and operating performance measures on both services. Lead planner in developing transit alternatives to improve on-time performance, provide shorter travel times, and better service in the communities.
- **Fairfield/Suisun Transit Short Range Transit Plan.** Led the ridecheck, survey, and analysis on all Fairfield/Suisun Transit routes. Assisted in cataloging all existing services and operating performance measures. Assisted in developing transit alternatives to improve on-time performance and service in the cities.
- **Western Kern County Transportation Development Plan.** Cataloged all existing conditions for the Cities of Wasco, Shafter, and McFarland. Interviewed city staff and solicited feedback from stakeholder groups.
- **Bay Area Owl Bus Service.** Assisted in the on-going coordination and budgeting for the Bay Area 24-hour bus network launched in March 2006. Helped design, organize, and assemble information for the bus system map and schedule.
- **Northern Santa Barbara County Transit Plan.** Cataloged all existing services in Santa Barbara County and compiled operating performance measures. Led outreach effort and survey in Northern Santa Barbara County.
- **Transportation Cooperative Research Board Report 30: Transit Scheduling: Basic and Advanced Manual Update.** Led the literature review and created a database of resources available. Administered survey, analyzed results, and created report of 55 transit agencies across the country focusing on current transit scheduling practices.
- **Project ACTION Status on the Use of Wheelchairs on Public Transportation.** Led the literature review and created a database cataloging resources. Created and administered a survey of mobility aid users and analyzed the results.
- **Alameda County Guaranteed Ride Home.** Aided in managing the administration and marketing for the Alameda County CMA Guaranteed Ride Home Program. Administered survey of program participants in 2005 and 2006. Assisted in writing the 2005 and 2006 annual review of the program.
- **RideNow!** Assisted in the managing and marketing for the RideNow pilot program for the Alameda County CMA. Oversaw day-to-day operations of the program.

Previous Experience

Unitrans

Administrative Manager, 2003–2005

- Supervised the planning and preparation of the comprehensive Unitrans bus schedules for 2004-05 and 2005-06.
- Developed methods to expand service, and make it more cost-effective and/or more reliable.
- Assessed operational problems in a system with a productivity of over 45 passengers per revenue hour.

Yolo County Transportation District

Planning Intern, 2004-2005

- Created and conducted passenger surveys for multiple fixed routes and the City of West Sacramento.
- Assisted in the planning and review of new and current routes.

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consulting associates

San Francisco, CA
415-284-1544

New York, NY
212-242-2490

Portland, OR
503-228-2152

Boston, MA
617-521-9404

jflynn@nelsonnygaard.com
www.nelsonnygaard.com

APPENDIX B

FIRM QUALIFICATIONS



A Different Kind of Transportation Planning

Nelson\Nygaard Consulting Associates Inc., headquartered in San Francisco, California, is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support *vibrant, sustainable communities*.

A fully multi-modal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Covering all modes of transportation, we specialize in transit, transit-oriented development, accessibility and tools that balance the needs of each mode.

Since its inception in 1987, Nelson\Nygaard has grown into a nationally recognized firm with four offices covering North America. Today, our personnel work with a wide variety of clients including public transit operators, regional and state planning organizations, city and county municipal departments and private sector customers.

Transportation Specialists in:

Transit Service

Accessible and Specialized Transportation

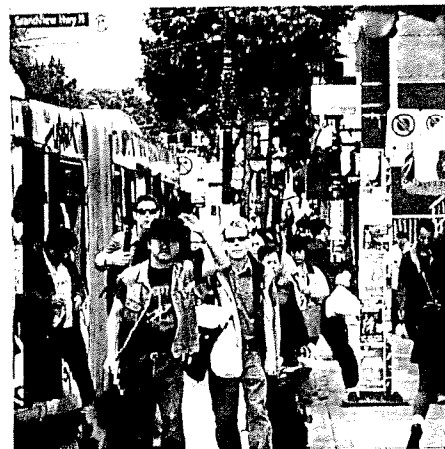
Multi-Modal Transportation

Smart Growth Projects and TOD

Program Management

Financial Planning

Public Participation and Information



Public Participation and Information

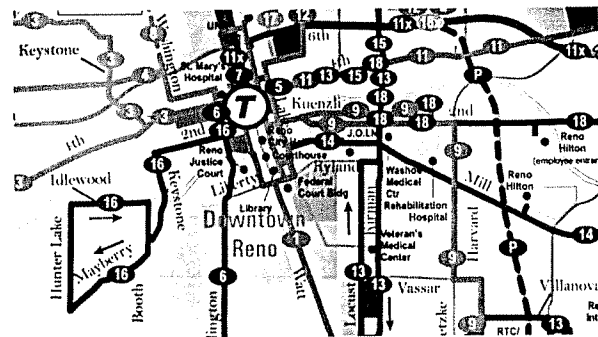
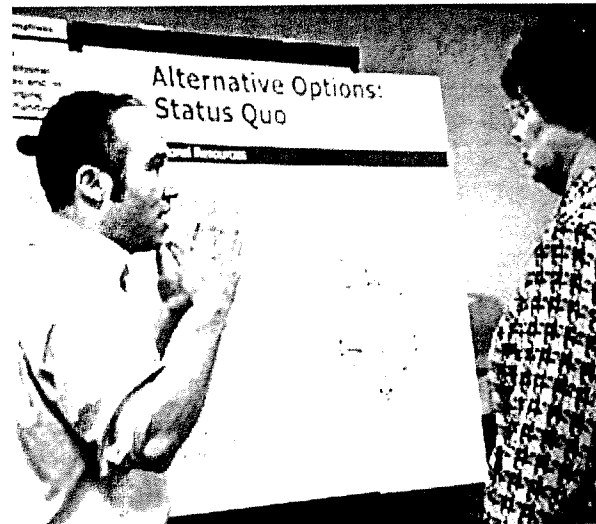
Getting the Public Involved

Soliciting, gathering and presenting information are at the root of successful transportation planning projects. The continued strength of our accomplishments at Nelson\Nygaard hinge on keeping stakeholders informed and involved in the process to build planning strategies that support vibrant communities and transportation systems.

Our facilitators understand public transportation's role in the community. Whether in a focus group or public meeting, our objectivity, paired with an extensive knowledge of the issues, enables us to ask the right questions to get the critical answers. We listen to diverse participants, sort out the issues, and build consensus to assist communities to make tough decisions about their transportation priorities.

Although collecting and analyzing data is critical, we also offer the best strategies for sharing information with elected officials, stakeholders and the public. We prepare training programs, marketing campaigns, presentations, well-designed and easy-to-understand reports and informational materials for print and web applications.

Our GIS analysts and cartographers develop maps that articulate complex information clearly. Because we understand how to make transit readable and appealing, numerous transit agencies are currently using route maps and informational materials designed by Nelson\Nygaard.



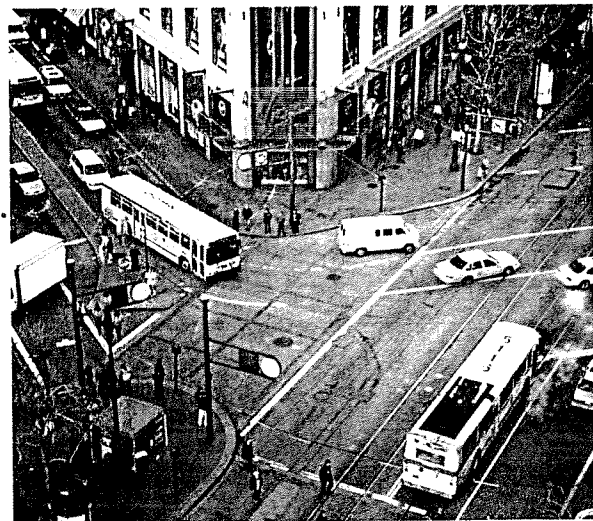
Transit Services

Evaluation, Planning and Operations

Nelson\Nygaard has an extensive history of helping clients restructure and reallocate their resources to improve ridership, productivity and customer satisfaction. Our experience with bus and rail systems is broad-based, and covers the entire range of operations, from small, 2-bus systems in rural counties, to complex urban networks with 2,000 buses, to historic streetcar systems. In addition, we are especially adept at enhancing connectivity in complex multimodal environments like San Francisco, Los Angeles and Seattle.

Our approach is quite simple. For every client, we develop a comprehensive and dynamic plan that builds upon the unique characteristics of that particular system. Each of our plans, from Short Range Transit Plans to Comprehensive Operations Assessments to Corridor Studies, demonstrates our understanding of the local environment, existing transit services, funding, potential demand, community needs, vehicle technology, system design, operations, facilities, amenities and information systems.

Identifying "community needs" is just one of the things that makes our firm both unique and innovative. Our planners understand how to navigate a community's intricate politics and geography in order to build consensus on strategies that effectively serve many interests. We are able to do this by using a variety of public outreach methods including community open houses, stakeholder forums and our own planning exercise called "The Smithville Game."



Paratransit Planning and ADA Compliance

Nelson\Nygaard's Principals in the field of paratransit have collectively completed over 70 planning and ADA compliance projects. The firm's commitment to transit systems that reflect the civil rights of people with disabilities is balanced by a full cognizance of the operational and financial realities of paratransit planning.

Operations Planning

Each of the firm's senior staff members in the paratransit sector has over 20 years of experience in paratransit operational planning. Nelson\Nygaard's operations plans fully integrate conflicting needs and build on community consensus and the diverse interests of stakeholders.

Policy

The firm's extensive national experience allows us to share our knowledge of best practices from dozens of transportation agencies. Nelson\Nygaard brings to policy development a thorough understanding of the real-life implications of different policies on consumers and on paratransit performance.

Compliance

All Nelson\Nygaard senior staff members in the paratransit field have been engaged with this issue since before the passage of the ADA, and were heavily involved in the early development of ADA compliance; we provide a deep, nuanced understanding of the complexities of ADA regulations and how these translate to fixed route and paratransit operations.

Research

David Koffman, together with Richard Weiner and Will Rodman, leads the firm's research practice. His reputation is built on national and regional research that has had a significant impact on accessible transportation policy, implementation and operations at local levels.

Recent Projects Include:

Access Services, Los Angeles, California

Annual Performance Evaluations

Federal Transit Administration, Civil Rights Office

Chicago ADA Paratransit Client Compliance Assessment

City and County of Honolulu, Hawaii

Paratransit Service Study



Rural and Intercity Transit

In rural communities with limited transportation options, transit provides lifeline mobility connecting people with services. Nelson\Nygaard designs successful systems that address the challenges of rural and intercity transit (long distances, minimal funding, limited road networks).

Our plans typically include:

Data Collection/Community Outreach

Nelson\Nygaard assesses the real transportation needs of rural and small communities. We combine analysis of census data and current transportation use with comprehensive community outreach: visiting community centers, hospitals, clinics, social service agencies, and tribal communities to determine specific local concerns.

Service and Operations Planning

Our firm develops short- and long-range plans that balance the need for point-to-point transportation services with the need to maximize system efficiency and resource allocation. Nelson\Nygaard creates plans with the full expectation that they will be put into service. Whether the firm is hired to enhance an existing system or build a new system from scratch, we will see the plan through implementation.

Financial Planning

No plan is complete without funding and costing components; all Nelson\Nygaard plans include projections for revenue, capital requirements and a complete 5 to 20 year financial and capital plan. Obtaining operations and capital funds for rural transportation can be challenging; we will help you navigate the funding and grant process to locate new sources of funds.



Recent Projects Include:

Glenn County

Short Range Transit Plan

Kern County

Regional Rural Transit Study

Eastern Sierra

Public Transportation Study

Urban and Suburban Transit

Transit plays a critical role in maintaining mobility and enhancing livable communities. Nelson\Nygaard has vast experience crafting short- and long-range plans for diverse transit systems. Our process responds to the unique needs of each community; from established high density urban areas to lower-density suburban neighborhoods. Projects typically include:

Data Collection

A precise snapshot of current transit activity is the foundation for all planning. We begin the planning process with ridechecks, surveys, and on-time performance evaluations.

Service Planning and Network Design

Our commitment to public outreach sets us apart. Nelson\Nygaard combines a thorough understanding of data collection and analysis with the unique ability to uncover what makes a community tick. Working with stakeholders, politicians, and citizen-planners, we use our *Smithville Planning Game*® to collectively create a conceptual network that reflects local values and needs.

Connectivity and Transfers

Nelson\Nygaard designs systems that make transferring as seamless as possible for passengers, balancing the need for a one-seat ride with the efficiency of timed transfers.

Operations Planning

Nelson\Nygaard creates plans fully expecting that they will be put into service. We develop practical implementation strategies that meet the needs of operational and scheduling staff.

Financial and Capital Planning

No plan is complete without funding and costing components; all Nelson\Nygaard plans include projections for revenue, capital requirements and a complete 5 to 20 year financial and capital plan.



Recent Projects Include:

Culver City, California

Line-By-Line Analysis

San Antonio VIA

Comprehensive Service Assessment

Livermore/Amador Valley

Short Range Transit Plan

Surveys and Data Collection

Comprehensive, accurate data collection and survey efforts lay the foundation for all transportation studies. Nelson\Nygaard develops a collection strategy that best fits a project and its budget. The firm offers expertise in all stages of the process, from training staff and organizing the collection to tabulating and analyzing data.

On-Board Surveys

Nelson\Nygaard has conducted on-board passenger surveys all over the country, from major metropolitan transit systems to small rural lines. To ensure the highest level of quality control, the firm handles all aspects of the survey process: designing surveys, hiring and supervising data collection crews, and performing ridechecks and evaluations.

General Public Telephone, Web-Based and Intercept Surveys

Often, projects require us to survey both transit patrons and non-users. Nelson\Nygaard has successfully conducted phone-based and web-based surveys, using random or demographically-focused sampling, to collect information from the general public.

Employer and TDM Surveys

Nelson\Nygaard designs surveys for large companies to gather specific information about employee commute patterns. Understanding this data helps employers motivate employees to use alternative modes of transportation.

Travel and Transportation Models

Nelson\Nygaard has experience collecting data in the field from motorists, truckers, rail and air passengers. Using web-based surveys, focus groups and travel diaries, our data can be used to create or update regional travel models.



Now, help us by showing how you would make the following choices to attract more riders:

| | |
|---|---|
| 1. How frequently would you use the transit system if it were free? | 2. How frequently would you use the transit system if it were free? |
| 3. How frequently would you use the transit system if it were free? | 4. How frequently would you use the transit system if it were free? |
| 5. How frequently would you use the transit system if it were free? | 6. How frequently would you use the transit system if it were free? |
| 7. How frequently would you use the transit system if it were free? | 8. How frequently would you use the transit system if it were free? |

Recent Projects Include:

San Antonio VIA

Comprehensive Operations Analysis

Marin County Transit District

Short Range Plan

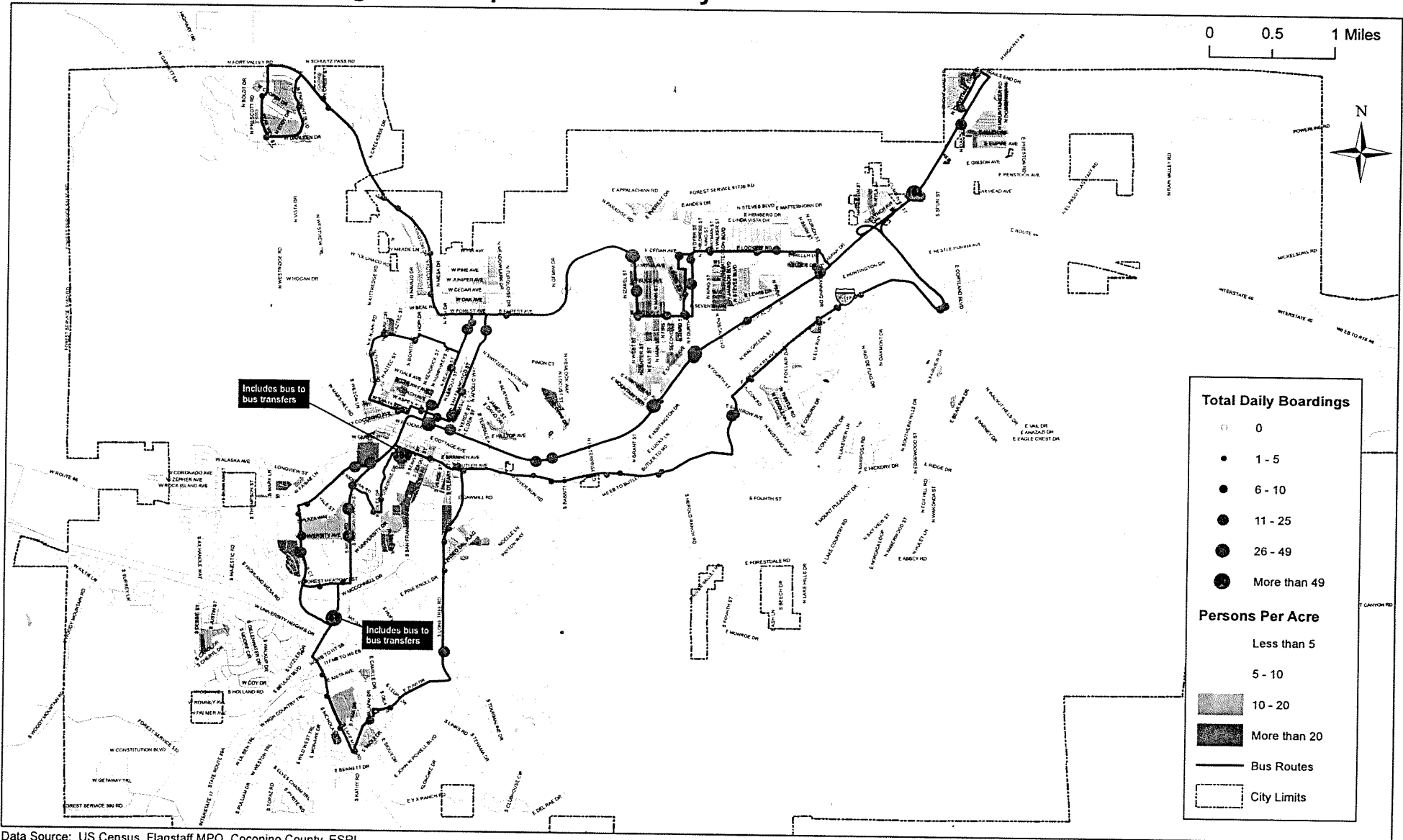
Culver City, California

Line-by-Line Analysis

APPENDIX C

SAMPLE DEMOGRAPHIC MAPS

Mountain Line Boardings and Population Density



Data Source: US Census, Flagstaff MPO, Coconino County, ESRI
Data Shown by Census Block

Union City Transit

Passenger Survey



Union City Transit is conducting this brief survey on bus services. Your responses are very important for planning bus services and making improvements to existing services. Please complete this survey **while you are on the bus** and return the form to the surveyor. Your answers are completely confidential.

You only need to complete this survey one time. If you are offered this survey on another bus, you do not need to fill it out.

Starting Point

1. Where are you coming from? (✓ check one)

- | | |
|---|--|
| <input type="checkbox"/> Home | <input type="checkbox"/> Work |
| <input type="checkbox"/> Shopping | <input type="checkbox"/> Medical/healthcare |
| <input type="checkbox"/> Recreation/social visit | <input type="checkbox"/> Personal business/errands |
| <input type="checkbox"/> School/college (name: _____) | |
| <input type="checkbox"/> Social services | |
| <input type="checkbox"/> Other (where? _____) | |

2. What is the location of that place?

Street Address/Name or Landmark (like Union Landing)

Cross Street

City

3. How did you get to the bus stop where you boarded? (✓ check one only)

- ☐ Transferred from another bus (which route? _____)
- ☐ Transferred from BART
- ☐ Walked (how many minutes? _____)
- ☐ Drove (how many miles? _____)
- ☐ Someone gave me a ride to the bus stop
- ☐ Rode bicycle (how many miles? _____)
- ☐ Other (how? _____)

4. Where did you get on this bus?

Street Address/Name or Landmark (like Union Landing)

Cross Street

City

9. How often do you ride Union City Transit buses?

(✓ check one)

- | | |
|--|--|
| <input type="checkbox"/> This is my first time | <input type="checkbox"/> 3-4 days a week |
| <input type="checkbox"/> Less than once a week | <input type="checkbox"/> 5 days a week |
| <input type="checkbox"/> 1-2 days a week | <input type="checkbox"/> 6-7 days a week |

10. How long have you been a Union City Transit rider?

(✓ check one)

- | | |
|---|---|
| <input type="checkbox"/> Less than 6 months | <input type="checkbox"/> 3 to 5 years |
| <input type="checkbox"/> 6 to 12 months | <input type="checkbox"/> 6 to 9 years |
| <input type="checkbox"/> 1 to 2 years | <input type="checkbox"/> 10 or more years |

Ending Point

5. Where are you going to now? (✓ check one)

- | | |
|---|--|
| <input type="checkbox"/> Work | <input type="checkbox"/> Home |
| <input type="checkbox"/> Shopping | <input type="checkbox"/> Medical/healthcare |
| <input type="checkbox"/> Recreation/social visit | <input type="checkbox"/> Personal business/errands |
| <input type="checkbox"/> School/college (name: _____) | |
| <input type="checkbox"/> Social services | |
| <input type="checkbox"/> Other (where? _____) | |

6. Where will you get off this bus?

Street Address/Name or Landmark (like Union Landing)

Cross Street

City

7. How will you complete this trip? (✓ check one only)

- ☐ My trip is complete when I exit this bus
- ☐ Transfer to BART
- ☐ Transfer to another bus (which route? _____)
- ☐ Walk (how many minutes? _____)
- ☐ Drive (how many miles? _____)
- ☐ Someone will pick me up at the bus stop
- ☐ Ride bicycle (how many miles? _____)
- ☐ Other (how? _____)

8. What is the location of the place you are going to?

Street Address/Name or Landmark (like Union Landing)

Cross Street

City

11. How would you have made this trip if you couldn't ride the bus? (✓ check one)

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Would not have made this trip | <input type="checkbox"/> Walk |
| <input type="checkbox"/> Drive alone | <input type="checkbox"/> Taxi |
| <input type="checkbox"/> Get a ride | <input type="checkbox"/> BART |
| <input type="checkbox"/> Carpool | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Bike | |

12. How did you pay for this trip?

- | | |
|--|---|
| <input type="checkbox"/> Adult cash fare | <input type="checkbox"/> Punch Pass |
| <input type="checkbox"/> Senior/Disabled cash fare | <input type="checkbox"/> Ticket |
| <input type="checkbox"/> Monthly Pass | <input type="checkbox"/> Transfer from: _____ |

Over ➔

13. How many motor vehicles (cars, trucks) are available to members of your household?

- ☐ None ☐ Three
☐ One ☐ Four
☐ Two ☐ Five or more

14. Was a car available to you for this particular trip?

- ☐ Yes ☐ No
☐ Yes, but with inconvenience to others

15. What improvements would help you choose to ride the bus more often? (✓ check no more than three)

- ☐ More frequent bus service
☐ Earlier morning service (begin when? _____)
☐ Later evening service (until when? _____)
☐ More Saturday service
☐ More Sunday service
☐ Easier transfers between bus routes
☐ Better on-time performance
☐ Better connections to BART
☐ Service to _____
☐ Other: _____

16. Please rate Union City Transit bus service on each of the following:

| | Excellent | Good | Fair | Poor | No Opinion |
|------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. On-time performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Seating on bus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Frequency of service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Driver courtesy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Rider information | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Information at bus stops | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Cleanliness of vehicles | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Safety/security | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Ease of transfers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. System easy to understand | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. Fares (cost) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l. Overall bus service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. What is the best way for Union City Transit to get information to you? (✓ check no more than three)

- ☐ Newsletter ☐ Mail
☐ Information at bus stops ☐ E-mail
☐ Notice on bus ☐ Brochure
☐ Union City Transit Web Site
☐ Newspaper (which paper? _____)
☐ Radio (which station? _____)
☐ Other (explain: _____)

Tell us a little about yourself

18. Have you completed a survey like this one on another trip?

- ☐ Yes ☐ No

19. How old are you?

- ☐ Under 13
☐ 13-17
☐ 18-24
☐ 25-34
☐ 35-44
☐ 45-54
☐ 55-64
☐ 65 or older

20. Are you?

- ☐ Male ☐ Female

21. Are you? (✓ check more than one if necessary)

- ☐ Employed full-time
☐ Employed part-time
☐ Not currently employed
☐ Student
☐ Retired
☐ Visitor to the area

22. What is your ethnic background?

- ☐ White
☐ Spanish/Hispanic/Latino
☐ Black/African American
☐ Asian
☐ Native Hawaiian or Pacific Islander
☐ American Indian or Alaskan Native
☐ Filipino
☐ Other: _____

23. Total household income (for everyone in your household):

- ☐ Under \$15,000
☐ \$15,000 to \$24,999
☐ \$25,000 to \$49,999
☐ \$50,000 to \$74,999
☐ \$75,000 to \$99,999
☐ \$100,000 to \$149,999
☐ \$150,000 to \$199,999
☐ \$200,000 and over

24. How many individuals live in your household?

Under 16 years old: _____
 16 years and older: _____

25. Do you have any additional comments about Union City Transit bus service? _____

APPENDIX E

REQUIRED CERTIFICATIONS

DRUG AND ALCOHOL POLICY

Employees shall not report to work under the influence of alcohol or illegal drugs. Employees shall not possess or use alcohol or illegal drugs while on Company property or on Company business.

NOTE: It is not a violation of policy to consume alcohol at off-site business sanctioned events so long as the employee's ability to perform work or drive is not impaired and the employee does not behave in a manner that can cause embarrassment to the Company or harm the Company's reputation.

Employees shall not have their ability to work impaired as a result of the use of alcohol or illegal drugs. Employees shall not sell or provide illegal drugs or alcohol to any person while on Company property or on Company business. This policy does not prohibit the possession or use of prescription drugs in a manner approved by a physician, when that usage does not impair the employee's ability to perform his/her job duties safely, efficiently, or effectively.

AFFIRMATIVE ACTION POLICY

DATE OF LAST REVISION: 1/1/2006

It is the policy of Nelson\Nygaard Consulting Associates Inc. to ensure the full and equitable participation of women, minorities, the disabled, and other disadvantaged persons and organizations in employment opportunities, providing goods and services, subcontracting opportunities, and such other activities that mitigate the effects of historic discrimination.

Specific affirmative action policies with the action steps to implement those policies include:

- Nelson\Nygaard is a 65% women-owned business. It is the policy to maintain the majority of the business ownership by members of socially and economically disadvantaged groups.

Action:

When ownership opportunities are available, preference will be provided to women and ethnic minorities.

- Nelson\Nygaard is an equal opportunity employer committed to positive actions to support full utilization of women, minorities, the disabled, and other disadvantaged persons. Nelson\Nygaard will not discriminate on the basis of race, color, religion, ethnic group, age, sex, sexual preference, or national origin. This policy includes all employment practices of the firm, including recruitment, selection, promotion, reassignment, termination, lay-off, working conditions, and compensation. All employees will be informed of this policy at the time of employment.

Annual Goal:

- 30% of temporary agency hires to be ethnic minorities and/or women.
- Opportunities are to be developed for the employment of disabled staff.

Action:

All personnel agencies used to provide temporary staff will be required to have an affirmative action policy and to provide women and minority candidates for interview.

We will explore the potential for a student internship opportunity based on strict non-discrimination.

We will use community contacts to actively recruit disabled persons.

We will contribute a minimum of \$100 a year to scholarship programs that support education for women and minorities.

The principals of the firm will provide volunteer services to community agencies, as time is available.

- Nelson\Nygaard is committed to full participation of women and minority businesses in providing goods and services to the firm.

Annual Goal:

- Maintain the use of women and minority owned firms for the majority of business support services.

Action:


We will review each contract for potential sub-contracting opportunities.

We will make referrals of other women and minority owned firms for projects which we decline to bid on.

We will provide support services for other women and minority firms, including information on business opportunities, business introductions, and information on workshops.

- The breakdown of our company's current work force (3/7/06) by gender and ethnicity is as follows:

| | <u>Staff</u> | <u>Women</u> | <u>Minorities</u> |
|--------------------------|--------------|--------------|-------------------|
| - Officials and Managers | 7 | 3 | 1 |
| - Professional | 31 | 10 | 2 |
| - Para-Professionals | 0 | 0 | - |
| - Technicians | 3 | 2 | - |
| - Office/Clerical | 9 | 5 | - |
| - Service/Maintenance | <u>0</u> | <u>-</u> | <u>-</u> |
| TOTAL | 50 | 23 | 3 |



Bonnie Nelson, President

7/5/07

Date

DEBARMENT CERTIFICATION
(Negotiated Contracts)

- (1) The **Consultant** certifies to the best of its knowledge and belief, that it and its principals:
- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any federal department of agency;
 - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public* transaction or contract under public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity* with commission of any of the offenses enumerated in paragraph (1)(b) or this certification; and
 - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions* terminated for cause of default.
 - (e) Have not been disciplined or issued a formal reprimand by any State agency for professional accreditation within the past three years.
- (2) Where the **CONSULTANT** is unable to certify to any of the statement in this certification, such **CONSULTANT** shall attach an explanation to this certification.

*federal, state, or local

NELSON NYGAARD CONSULTING ASSOCIATES, INC.
Name of Firm

Bonnie Nelson
Signature of Certifying Official

BONNIE NELSON, PRESIDENT
Title

MARCH 30, 2006
Date

Nelson\Nygaard's Non-Collusion Certification is available upon request.

RESOLUTION NO. 2007-_____

A RESOLUTION OF THE LODI CITY COUNCIL AWARDING
PROFESSIONAL SERVICES AGREEMENT FOR CITY OF LODI
SHORT RANGE TRANSIT PLAN 2007-2017; AUTHORIZING THE
CITY MANAGER TO EXECUTE THE AGREEMENT ON BEHALF OF
THE CITY OF LODI; AND FURTHER APPROPRIATING FUNDS

=====

WHEREAS, Request for Proposals (RFP) were received and opened July 6, 2007, for the City of Lodi Short Range Transit Plan, approved by the City Council on June 6, 2007; and

WHEREAS, said proposals have been evaluated and a report thereof filed with the City Manager as follows:

| <u>Bidder/Location</u> | <u>Bid Amount</u> |
|---|-------------------|
| Nelson/Nygaard Consulting Associates, San Francisco | \$56,665.00 |
| Moore and Associates, Valencia | \$52,268.86 |
| LSC Transportation Consultants, Inc., Tahoe City | \$59,440.00 |
| Publictransit.us, Vallejo | \$46,800.00 |

WHEREAS, staff recommends award of a Professional Services Agreement for the City of Lodi Short Range Transit Plan 2007-2017 be made to Nelson/Nygaard Consulting Associates, of San Francisco, California, in an amount not to exceed 56,665.00; and

WHEREAS, the recommended proposal exceeds all of the requirements of the RFP, offers the most comprehensive approach and scope, and includes the most extensive Geographical Information Systems (GIS) data which can be utilized by the City Transit Division for future transit planning work.

NOW, THEREFORE, BE IT RESOLVED that the Lodi City Council hereby awards a Professional Services Agreement for the City of Lodi Short Range Transit Plan 2007-2017 to Nelson/Nygaard Consulting Associates, of San Francisco, California, in the amount of \$56,665.00; and

BE IT FURTHER RESOLVED that the City Manager is hereby authorized to execute the Agreement on behalf of the City of Lodi; and

BE IT FURTHER RESOLVED that the City Council hereby appropriates funds in the amount of \$57,000 for this project with the cost to be split evenly between the Reynolds Ranch, Southwest Gateway, and Westside Annexations.

Dated: August 15, 2007

=====

I hereby certify that Resolution No. 2007-_____ was passed and adopted by the City Council of the City of Lodi in a regular meeting held August 15, 2007, by the following vote:

AYES: COUNCIL MEMBERS –

NOES: COUNCIL MEMBERS -

ABSENT: COUNCIL MEMBERS -

ABSTAIN: COUNCIL MEMBERS –

RANDI JOHL
City Clerk

2007-_____